Saskatoon
Health
Region

SASKATOON REGIONAL HEALTH AUTHORITY

2005-2006 ANNUAL REPORT
TO THE MINISTER OF HEALTH AND
THE MINISTER OF HEALTHY LIVING SERVICES

2007-00050

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The Saskatoon Health Region web site address: is www.saskatoonhealthregion.ca

LETTER OF TRANSMITTAL

Saskatoon
Health
Region

July 14, 2006

The Honourable Len Taylor, Minister of Health
The Honourable Graham Addley, Minister of Healthy Living Services
Room 361
Legislative Building
Regina, Saskatchewan
CANADA S4S 0B3

Dear Minister Taylor and Minister Addley:

In accordance with the requirements of *The Regional Health Services Act* and *The Tabling of Documents Act*, the Saskatoon Regional Health Authority is please to submit its 2005-2006 annual report to the Minister.

This report includes the audited financial statements for the year ended March 31, 2006 and also provides information on the performance of the Health Region for that period.

Respectfully submitted,

Darlene Eberle

Darlene Eberle
Chairperson, Saskatoon Regional Health Authority

WHO WE ARE

VISION, MISSION, VALUES AND GOALS

The Saskatoon Regional Health Authority has defined a vision, mission and values that are aligned with the Saskatchewan Health vision of *building a province of healthy people and healthy communities*.

Vision

Working in harmony for healthy people and healthy communities

Mission

We work in partnership to improve health and well-being through excellence in consumer-centred service, education and research.

Values

Compassionate care
Respect for the individual and for diversity
Shared responsibility for improving health
Innovation and learning
Quality and integrity of stewardship

Goals

The Authority has also defined goals that are aligned with the long-term goals of Saskatchewan Health.

Saskatchewan Health	*Saskatoon Regional Health Authority*
Improved access to quality health services	Improving access to quality services
Effective health promotion and disease prevention	Healthy communities supported by health promotion and disease prevention
Retain, recruit and train health providers	Healthy workplaces supported by measures including recruitment and retention of health providers
A sustainable, efficient, accountable and quality health system	Healthy operations, working within the limits of available resources and improving efficiency and accountability for the use of those resources
	Innovation and integration of service, education and research

These goals guide Saskatchewan Health and the Saskatoon Regional Health Authority in their planning, service delivery and reporting on progress and results.

WHO WE ARE

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OVERVIEW OF HEALTH REGION SERVICES

The roles and responsibilities of the Saskatoon Regional Health Authority are defined in ***The Regional Health Services Act*** and regulations, and include the planning, organization, delivery and evaluation of health services consistent with the strategic provincial direction of the health care system in Saskatchewan.

In fulfilling its responsibilities, Saskatoon Health Region must direct its efforts to meeting the health care needs of the population it serves. The Health Region is also responsible and accountable for meeting these health care needs within the total resources that are made available from provincial and other funding sources. Accordingly, the Health Region must necessarily set priorities for the use of resources that are consistent with longer-term and strategic considerations.

Saskatoon Health Region is an academic health care organization, and is therefore responsible to perform service and take part in education and research for the benefit of the province as a whole. This is a unique health care role in Saskatchewan, and involves an interdependent relationship between the Health Region and the University of Saskatchewan health science colleges. The Health Region also has strong working relationships with the Saskatchewan Institute of Applied Science and Technology, the First Nations University of Canada, the Saskatchewan Indian Institute of Technologies, and Dumont Technical Institute.

The Health Region is an integrated health care provider, responsible for ensuring the delivery of an effective continuum of care that is focused on the clients, patients, and residents who need services. Integration also contributes to the wise use of health system human, financial, and capital resources.

As its primary purpose, the Health Region provides a comprehensive range of health services to the residents of Saskatchewan. These services are delivered by more than 11,000 staff and more than 750 specialist and family physicians through the Health Region's 10 hospitals, 29 long term care facilities, a growing number of primary health care sites, public health centres and community settings, as well as in people's homes.

The education role of the Health Region is significant. More than 1,000 health sciences students benefit from training opportunities within the organization annually. As the replacement of retiring health care workers becomes a more critical issue and the number of health sciences students increases, the Health Region will experience even greater involvement in this essential work.

Research is inherent in academic health care organizations and is a key factor in improvements in health care. The research activity in the Health Region is significant, with several hundred research initiatives underway at any given point across the organization. The medical beam line at the Canadian Light Source synchrotron will enhance research in the Health Region.

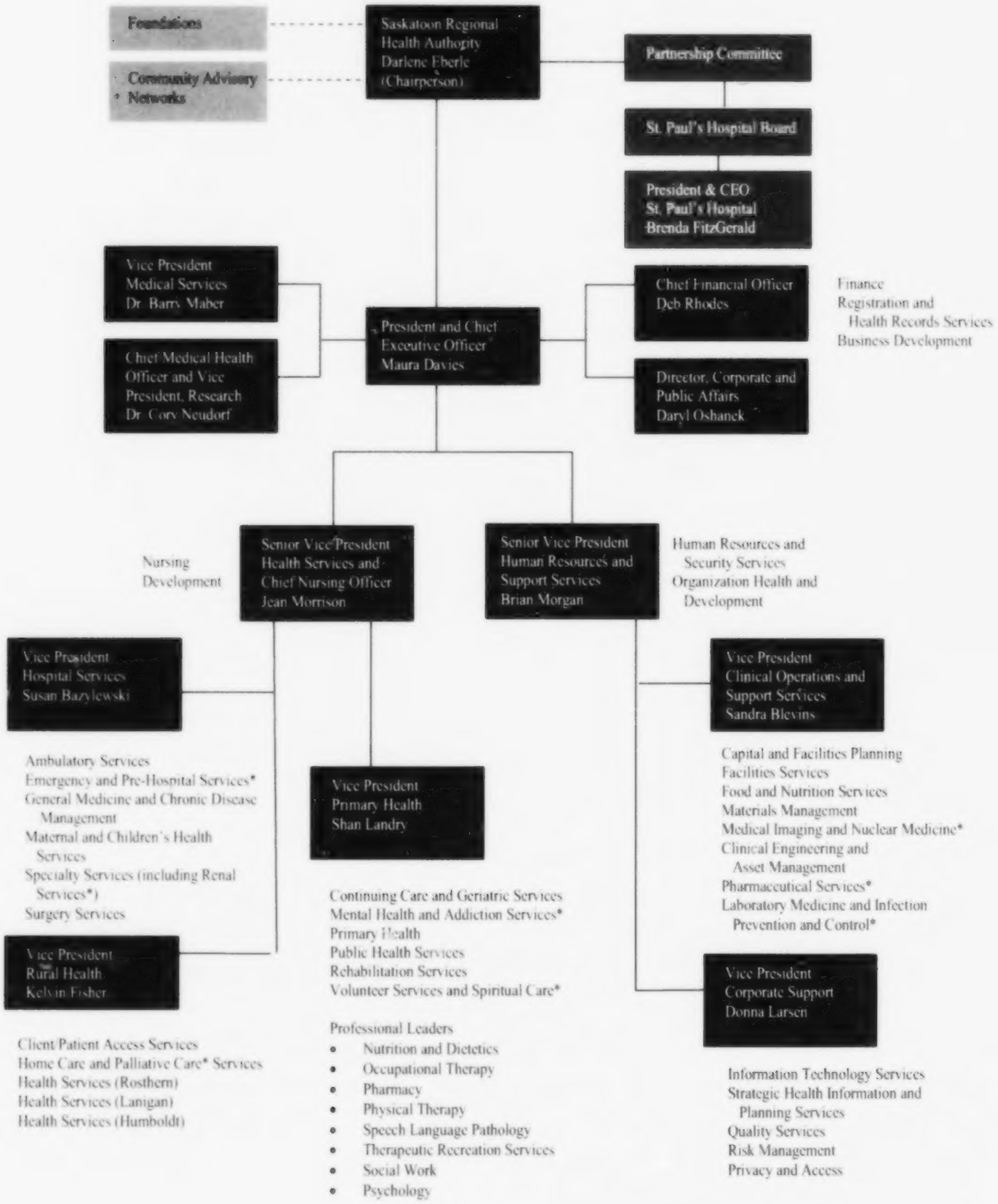
Saskatoon Health Region and its predecessor organizations have been able to provide leadership in a number of developmental areas that have provided a strong foundation for the health of Saskatchewan communities. ***in motion*** has been a highly successful physical activity initiative and is now a provincial program. **The Health Show** has been an effective partnership with the community in informing and educating the public on the Health Region's programs and health issues. A number of community programs, including P.A.R.T.Y. (Preventing Alcohol and Risk Related Trauma in Youth) and the Pulmonary Rehabilitation Program, are being extended across the Health Region.

The roles of Saskatoon Health Region are necessarily multi-dimensional. The Health Region serves the nearly 300,000 residents of the Health Region, but also has serves the province as a whole as the provider of a number of specialized services. This is evident in the area of surgery, where approximately one third of surgeries performed in Saskatoon Health Region is for people who live in other Health Regions in the province.

The Health Region has a significant focus on the provision of acute care through its ten hospitals, including the three provincial tertiary centres in Saskatoon. However, acute care delivered in hospitals is only one part of the continuum of care. A wide array of other necessary services are provided in the community, including public health, alcohol and addictions services, rehabilitation services, mental health services, home care services, and long term care.

Saskatoon Health Region is a central participant in the Saskatchewan health system, accountable to the Minister of Health to operate consistent with established provincial direction for health care in the province.

GOVERNANCE AND ORGANIZATION STRUCTURE

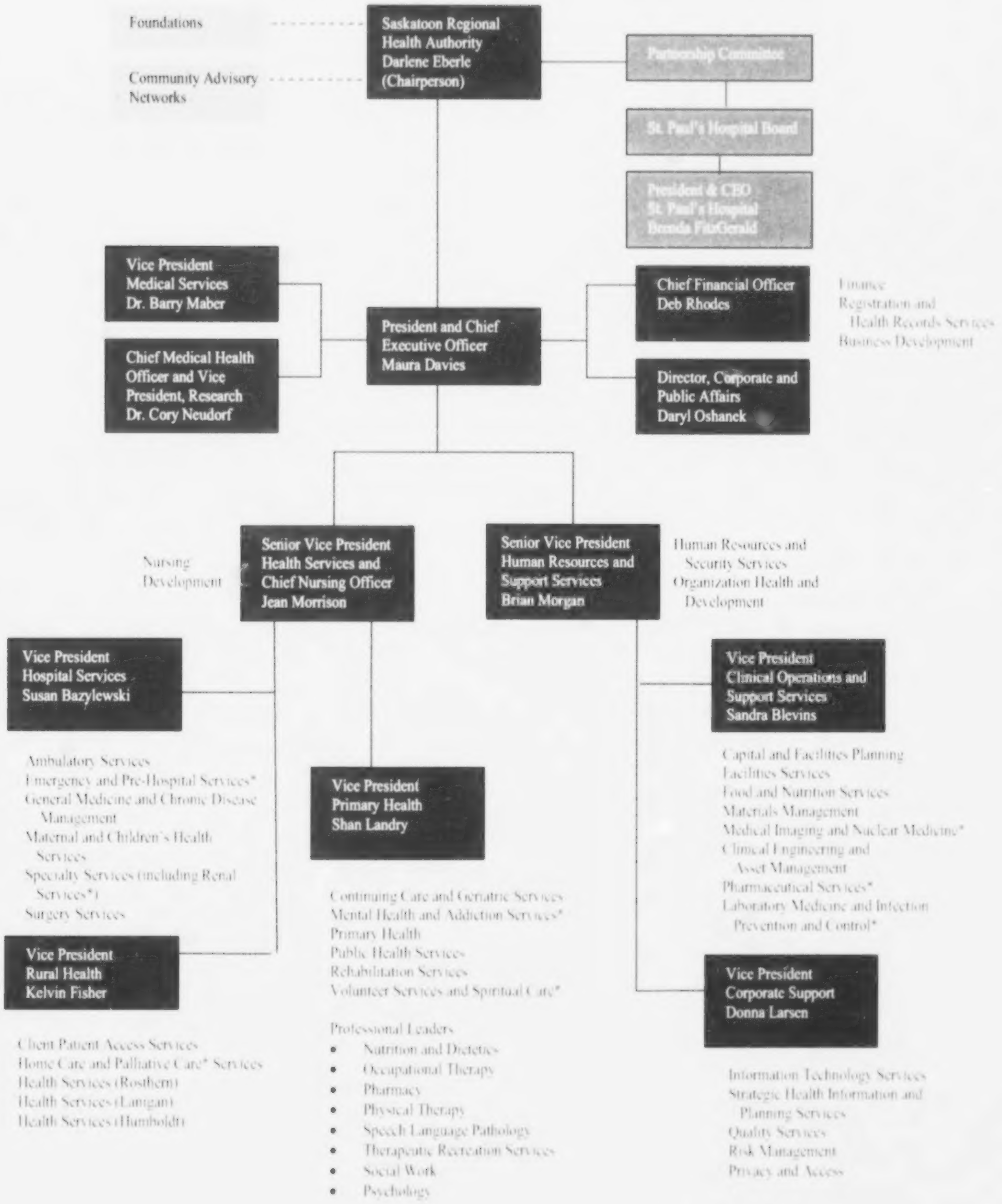

Foundations
Community Advisory Networks
Saskatoon Regional Health Authority Darlene Eberle (Chairperson)
Partnership Committee
St. Paul's Hospital Board
President & CEO St. Paul's Hospital Brenda FitzGerald
Vice President Medical Services Dr. Barry Maber
Chief Medical Health Officer and Vice President, Research Dr. Cory Neudorf
President and Chief Executive Officer Maura Davies
Chief Financial Officer Deb Rhodes
Finance
Registration and Health Records Services
Business Development
Director, Corporate and Public Affairs Daryl Oshanek
Nursing Development
Senior Vice President Health Services and Chief Nursing Officer Jean Morrison
Senior Vice President Human Resources and Support Services Brian Morgan
Human Resources and Security Services
Organization Health and Development
Vice President Hospital Services Susan Bazylewski
Ambulatory Services
Emergency and Pre-Hospital Services*
General Medicine and Chronic Disease Management
Maternal and Children's Health Services
Specialty Services (including Renal Services*)
Surgery Services
Vice President Primary Health Shan Landry
Continuing Care and Geriatric Services
Mental Health and Addiction Services*
Primary Health
Public Health Services
Rehabilitation Services
Volunteer Services and Spiritual Care*
Professional Leaders
Nutrition and Dietetics
Occupational Therapy
Pharmacy
Physical Therapy
Speech Language Pathology
Therapeutic Recreation Services
Social Work
Psychology
Vice President Rural Health Kelvin Fisher
Client/Patient Access Services
Home Care and Palliative Care* Services
Health Services (Rosthern)
Health Services (Lanigan)
Health Services (Humboldt)
Vice President Clinical Operations and Support Services Sandra Blevins
Capital and Facilities Planning
Facilities Services
Food and Nutrition Services
Materials Management
Medical Imaging and Nuclear Medicine*
Clinical Engineering and Asset Management
Pharmaceutical Services*
Laboratory Medicine and Infection Prevention and Control*
Vice President Corporate Support Donna Larsen
Information Technology Services
Strategic Health Information and Planning Services
Quality Services
Risk Management
Privacy and Access

Notes:

Positions held are as of March 31, 2006

* Shared governance management relationship with St. Paul's Hospital Board

GOVERNANCE AND ORGANIZATION STRUCTURE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Vice President Hospital Services Susan Bazylewski
Vice President Primary Health Shan Landry
Vice President Clinical Operations and Support Services Sandra Blevins
Vice President Rural Health Kelvin Fisher
Vice President Corporate Support Donna Larsen

Finance
Registration and Health Records Services
Business Development

Nursing Development

Human Resources and Security Services
Organization Health and Development

Ambulatory Services
Emergency and Pre-Hospital Services*
General Medicine and Chronic Disease Management
Maternal and Children's Health Services
Specialty Services (including Renal Services*)
Surgery Services

Continuing Care and Geriatric Services
Mental Health and Addiction Services*
Primary Health
Public Health Services
Rehabilitation Services
Volunteer Services and Spiritual Care*

Professional Leaders
- Nutrition and Dietetics
- Occupational Therapy
- Pharmacy
- Physical Therapy
- Speech Language Pathology
- Therapeutic Recreation Services
- Social Work
- Psychology

Capital and Facilities Planning
Facilities Services
Food and Nutrition Services
Materials Management
Medical Imaging and Nuclear Medicine*
Clinical Engineering and Asset Management
Pharmaceutical Services*
Laboratory Medicine and Infection Prevention and Control*

Client Patient Access Services
Home Care and Palliative Care* Services
Health Services (Rosthern)
Health Services (Lanigan)
Health Services (Humboldt)

Information Technology Services
Strategic Health Information and Planning Services
Quality Services
Risk Management
Privacy and Access

Notes:

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* Shared governance management relationship with St. Paul's Hospital Board

SENIOR LEADERSHIP TEAM

Maura Davies
President and Chief Executive Officer
(effective June 2005)

Brian Morgan
Senior Vice President,
Human Resources and Support Services

Dr. Barry Maber
Vice President, Medical Services

Susan Bazylewski
Vice President, Hospital Services

Shan Landry
Vice President, Primary Health

Kelvin Fisher
Vice President, Rural Health

Brenda FitzGerald
President and Chief Executive Officer,
St. Paul's Hospital

Jean Morrison
Senior Vice President, Health Services and
Chief Nursing Officer
(Interim CEO April 2004 – June 2005)

Dr. Cory Neudorf
Chief Medical Health Officer and
Vice President, Research

Deb Rhodes
Chief Financial Officer

Sandra Blevins
Vice President, Clinical Operations
and Support Services

Donna Larsen
Vice President, Corporate Support

Daryl Oshanek
Director, Corporate and Public Affairs

MEDICAL ADVISORY COMMITTEES AND CHIEFS OF STAFF

Medical Advisory Committees exist in Saskatoon and in the rural area outside of the City of Saskatoon. The Committees outside of Saskatoon work closely with the Vice President of Rural Health and report to Medical Affairs.

City of Saskatoon Medical Advisory Committee

Dr. William Albritton, Dean of Medicine
Dr. Peter Barrett, Surgery
Dr. William (Bill) Bingham, Pediatrics
Dr. Roy Chernoff, Family Medicine
Dr. Donald Fentie, Urology
Dr. Paul Hayes, Emergency
Dr. Frank Hohn, Dentistry
Dr. John Krahn, Lab Medicine
Dr. Jeff McKerrell, Orthopaedic Surgery
Dr. Cory Neudorf, Chief Medical Health Officer
Dr. Femi Olatunbosun, Obstetrics and Gynecology
Dr. David Popkin, Oncology
Dr. Lila Rudachyk, Physical Medicine and Rehab
Dr. Susan Shaw, Adult Critical Care
Dr. Shane Sheppard, Anesthesiology
Dr. Peter Spafford, Otolaryngology
Dr. Donald Stefiuk, Vice President,
Saskatoon Regional Medical Association
Dr. Raymond Tempier, Psychiatry
Dr. James (Jim) Underhill, Ophthalmology
Dr. Tom Wilson, Medicine
Dr. Sheldon Wiebe, Medical Imaging
Dr. Joel Yelland, President,
Saskatoon Regional Medical Association

Rural Chiefs of Staff

Humboldt and area:	Dr. Warren Huber
Rosthern and area:	Dr. Morris Markentin
Lanigan and area:	Vacant

HEALTH CARE ORGANIZATIONS AND OTHER RELATIONSHIPS

The Health Region works closely with a number of affiliated agencies and other health care organizations in providing services and programs to residents of the Health Region and the province. An affiliate, as defined by ***The Regional Health Services Act***, is an operator (other than the health region) of a hospital or a not-for-profit special care home. A health care organization, as defined by the Act, is an affiliate or a prescribed (in regulation) organization that receives funding from a Regional Health Authority to provide health services.

The Saskatoon Regional Health Authority has a unique partnership with the St. Paul's Hospital Board. On September 20, 2005, Saskatoon Regional Health Authority renewed its integrated Partnership Agreement with St. Paul's Hospital. This 10-year relationship will see St. Paul's Hospital continue to provide health care services from a faith-based perspective, carrying on the tradition established in 1907 by its founders, the Grey Nuns.

Within the agreement, the St. Paul's Hospital Board is responsible in a shared governance management relationship with the Health Region for the following care groups and services: Pre-Hospital and Emergency Services, Palliative Care, Volunteer Services and Spiritual Care, Laboratory Services, Medical Imaging and Nuclear Medicine Services, Renal Services, Mental Health and Addiction Services, and Pharmaceutical Services. All other programs and services are managed by the Health Region and provided to St. Paul's Hospital within the framework of a joint service management agreement.

The partnership agreement between the Saskatoon Regional Health Authority and the Saskatoon Community Clinic, signed in October of 2005, recognizes the interdependence of the two organizations and the need to operate collaboratively while demonstrating respect for each other's independence. The partnership benefits both organizations by promoting changes in the delivery of services that will enhance health in the communities served by both organizations.

St. Elizabeth's Hospital and the Saskatoon Regional Health Authority are negotiating a closer partnership agreement that would see services more closely aligned. As part of these negotiations, agreement was reached during 2005-2006 for the Health Region to provide St. Elizabeth's Hospital with Payroll, Finance, Human Resource, Materials Management and Information Technology Services.

The following affiliates and health care organizations received funding through the Health Region in 2005-2006.

Affiliates	*Service provided*
Bethany Pioneer Village inc.*	Long term care services
Central Haven Special Care Home Inc.*	
Circle Drive Special Care home Inc.*	
Duck Lake and District Nursing Home Inc.*	Long term care and day program services
Lakeview Pioneer Lodge Inc.*	Long term care services
Luther Care Communities (Lutheran Sunset Home)*	Long term care, respite, and day program services
Mennonite Nursing Home Inc.*	

Affiliates	***Service provided***
Oliver Lodge*	Long term care, respite, and day program services
Porteous Lodge (Jubilee Residences Inc.)*	Long term care services
Saskatoon Convalescent Home*	
Sherbrooke Community Society Inc.*	Long term care, respite, and day program services
Spruce Manor Special Care Home Inc.*	Long term care services
St. Ann's Senior Citizens Village Corp.*	
St. Elizabeth's Hospital, Humboldt**	Acute, community, and supportive care
St. Joseph's Home for the Aged*	Long term care services
Stensrud Lodge (Jubilee Residences Inc.) *	
Strasbourg and District Health Centre ***	Primary health services
Sunnyside Adventist Care Centre *	Long term care and respite services
Warman Mennonite Special Care Home Inc.*	Long term care services

Notes respecting relationship and accountability to the Health Region:

* *Operating agreement outlining contractual obligations; audited financial statements*

** *Agreement for Saskatoon Health Region to provide payroll, finance, human resource, materials management and information technology services; contribute to performance statistics reported by Saskatoon Health Region; audited financial statements*

*** *Funding arrangement for services; audited financial report*

Other contracted organizations assist the Saskatoon Regional Health Authority in achieving its goals. The following community-based organizations and third parties received funding through the Health Region in 2005-2006.

Community-based organizations and third parties	***Service provided***	***Relationship and accountability to the Health Region***
Autism Treatment Services of Saskatchewan	Home and community-based support, counselling and treatment services to autistic children and youth and their families	Contractual agreement outlining obligations; quarterly reports and audits; annual financial report.
Canadian Mental Health Association	Pre-vocational and vocational programs for adults disabled with long-term mental illness	Contractual agreement outlining obligations; monthly reports and audits; monthly statistics; annual financial report.
Cosmopolitan Industries Ltd.	Programming to enhance daily living skills for adults who are severely mentally and/or multiply challenged	No formal agreement; receive annual grant; annual report.
Crocus Cooperative	Prevocational and vocational programs for adults disabled with long-term mental illness	Contractual agreement outlining obligations; monthly reports and audits; monthly statistics; annual financial report.
Elmwood Residences Inc.	Residences and programming for intellectually challenged individuals	No formal agreement; receive annual grant; annual report.
George Bailey Counselling Centre	Counselling for individuals and families for drug, alcohol or gambling addictions	Contract to provide addiction services to Humboldt and area; audited financial statement.
Strasbourg Ambulance Service	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements; annual trip data.
Humboldt and District Ambulance Service	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements.
Langham Senior Citizens Home	Long term care services	Contractual agreement; reports, records, and information provided as necessary on the provision of services

Community-based organizations and third parties	*Service provided*	*Relationship and accountability to the Health Region*
Lanigan and District Ambulance Assoc.	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements; annual trip data.
M.D. Ambulance Care Ltd.	Pre-hospital ambulance and emergency care, interfacility transfers	Contractual agreement outlining reciprocal obligations; monthly statistics; audited financial statements.
Midway Ambulance Care Ltd.	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements; annual trip data.
Preston Nursing Home, Saskatoon of Extendicare (Canada) Inc.	Long term care services	Contractual agreement; share financial and other information as necessary on the provision of services
Quill Plains Ambulance Care Ltd.	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements.
Rosthern and District Ambulance	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements; monthly performance status reports.
Saskatoon Community Clinic	Primary health services	Partnership agreement; annual report covering delivery of services, revenues and expenditures under agreement; accounts, records or information upon request.
Saskatoon Crisis Intervention Services, Inc.	Crisis management for adults disabled by mental illness and problems maintaining connections with other agencies.	Contractual agreement outlining obligations; quarterly reports and audits; annual financial report.
Saskatoon Housing Coalition, Inc.	Operates Supportive Apartment Living Program, and provides outreach and Group Home Services for adults disabled by long term mental illness	Contractual agreement outlining obligations; monthly reports and audits; monthly statistics; annual financial report.
Senior Sisters of Sion Residence	Long term care services	Grant funding.
Shamrock Ambulance Care Inc.	Pre-hospital ambulance and emergency care	Contractual agreement; audited financial statements.
Student Wellness Initiative Toward Community Health	Primary health services in student managed inter-professional clinic	Service agreement; provide financial and performance information on request.
University of Saskatchewan Student Health Centre	Primary health services	Grant agreement; annual report covering delivery of services, revenues and expenditures under agreement; accounts, records or information upon request.
Wakaw Ambulance Service	Pre-hospital ambulance and emergency care	Contractual agreement; financial statements; performance status reports provided on request.
Wynyard and District Community Health Clinic Assoc. Ltd.	Primary health services	Annual report and audited financial statements.

Throughout 2005-2006, Saskatoon Health Region continued to work with its counterpart members of the Saskatchewan Academic Health Sciences Network to advance their joint health science education agenda and deal with a variety of emerging issues and priorities, including the planning for a new health sciences building at the University of Saskatchewan.

In recent years, Saskatoon Health Region has worked collaboratively with the College of Medicine at the University of Saskatchewan to establish joint Department Head appointments in recognition of the integration of the service, education and research functions between the two organizations. In 2005-2006, this work continued to make progress, with new joint appointments in Surgery and Laboratory Medicine added to the existing joint appointments in Medicine, Psychiatry, and Obstetrics/Gynecology.

Saskatoon Health Region's relationship with the University of Saskatchewan is complex, and incorporates many different considerations. To formalize and clarify the situation, the two entities worked collaboratively to finalize a new affiliation agreement.

OUR REGION

The socioeconomic conditions within Saskatoon Health Region play a role in the overall health of the population. The following highlights of the Health Region's environmental scan note key geographical, social and economic factors that influence regional priorities and actions and results. The scan relies heavily on the findings reported in the Health Region's **2004 Health Status Report**, which provides a significant foundation of information and advice to guide Saskatoon Health Region planning for the next several years. Updated information is included where it is available.

OVERVIEW

While health service needs of the residents of the Health Region will grow relatively slowly overall, the mix of needs will change, and will be affected by growth in the Saskatoon population, decreased rural population, increased elderly population, and changes in the aboriginal population.

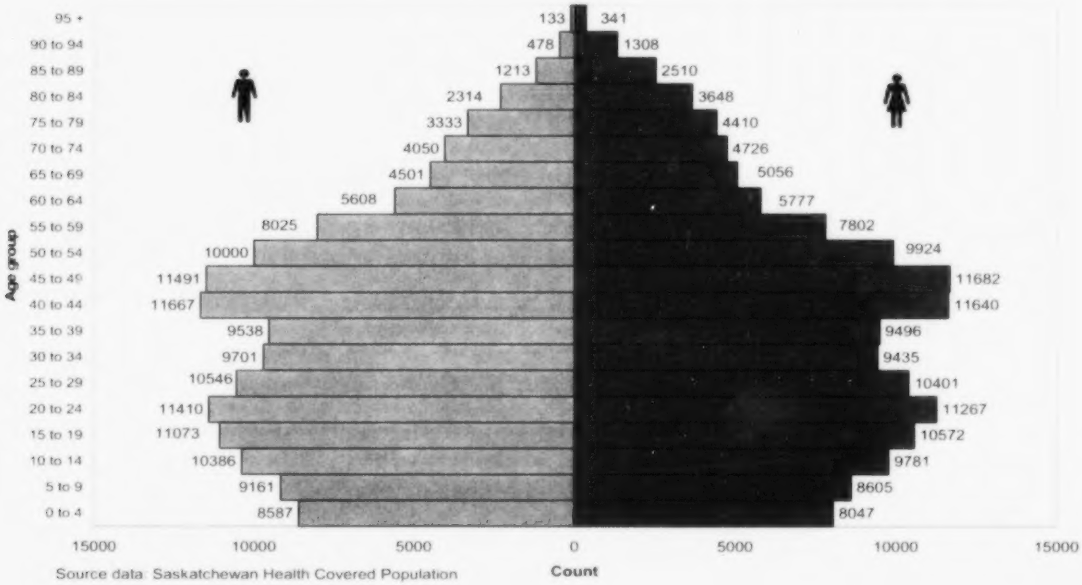
The overall health status of Saskatoon Health Region residents is quite good compared to other health regions or the province as a whole. However, many areas of health disparity exist. The disparities are found when health determinants, behaviours, and outcomes are analyzed by: ethnic minorities (especially aboriginals and recent immigrants/refugees) versus majorities, rich versus poor, and rural versus urban; and between age groups and genders.

Saskatoon Health Region recently completed a project comparing the health status of local residents by income status. This report determined that low income neighbourhoods (2001 census) were much more likely to suffer from a wide range of diseases and disorders in comparison to middle and high income neighborhoods. These conditions included suicide attempts, mental disorders, injuries and poisonings, diabetes, chronic obstructive pulmonary disorder, coronary heart disease, chlamydia, gonorrhea, hepatitis C, teen pregnancy, infant mortality, low birth weight, and immunization coverage.

In response, the Health Region has enhanced data collection and data sharing partnerships in order to more fully understand health disparity and its impact. The Health Region has also taken a lead role in submitting intervention research grants to help address health disparity, and will continue its advocacy role to promote the understanding of the social determinants of health. Work is needed to determine how best to decrease disparities through the right mix of population level and risk group interventions, and changes in the way the Health Region delivers services. An action plan is being finalized which reflects enhanced services and innovative programming in the low income neighbourhoods. The Health Region has increased funding and resources to address needs such as childhood immunization and high rates of sexually transmitted diseases in these neighbourhoods. The new West Winds Primary Health Centre and the Students' Wellness Initiative Toward Community Health (SWITCH) program will enhance access to primary care.

THE POPULATION OF SASKATOON HEALTH REGION

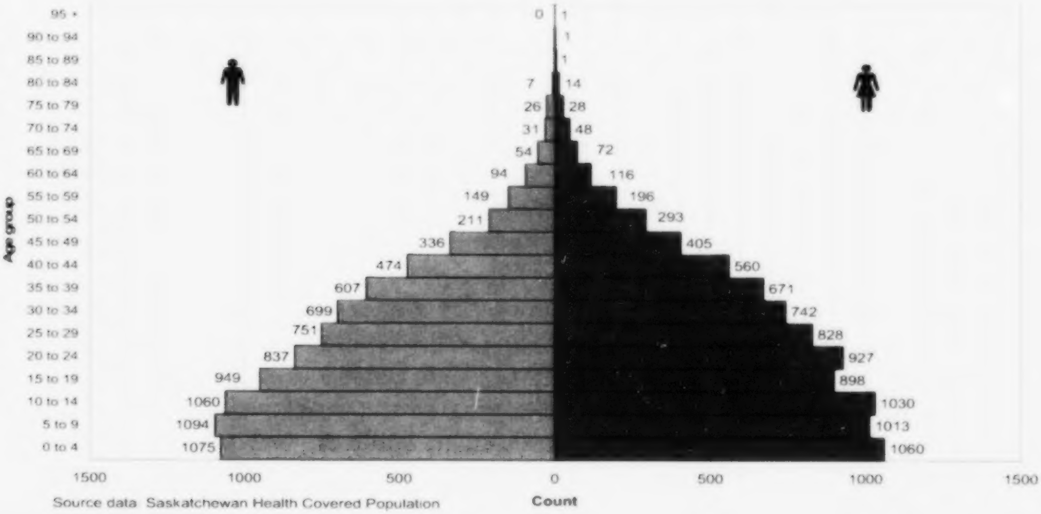
The population of Saskatoon Health Region was 289,645 in 2005, of which 143,215 are males and 146,430 females. The largest age group is 40-44.



Saskatoon Health Region Population Pyramid, 2005, Population counts by age group and sex

Source data: Saskatchewan Health Covered Population

A total of 17,365 people are identified as having Registered Indian Status (RIS) in the Health Region, and the largest age group of this population is 5-9 years old.



Saskatoon Health Region Population Pyramid, 2005, Registered Indian Status Population counts by age group and sex

Source data: Saskatchewan Health Covered Population

Saskatoon Health Region is the largest health region in the province and accounts for 28% of the provincial population. More than 73% of the population lives in the City of Saskatoon.

The population living outside Saskatoon tends to be older, with 15.5% of the rural population being greater than 65 years of age compared to 12% in the city. Of the 17,365 people identified as having Registered Indian Status (RIS), 81% live within the City of Saskatoon and represent 6.7% of the city's population. The aboriginal population has a very different age structure from the overall population, with 47.1% under 20 years of age compared to 26.3% of the general population.

HEALTH-RELATED BEHAVIOURS INFLUENCED BY ECONOMIC AND SOCIAL CONDITIONS

According to the results of the 2003 Canadian Community Health Survey (CCHS), almost 73% of people in the highest income category in Saskatoon Health Region **self-reported health** as excellent or very good compared to 47.5% in the lowest income group.

On a socioeconomic level, the **unemployment rate** in Saskatoon Health Region in 2004 was 5.9% (Stats Canada Labour Force Survey). The provincial level was 5.3% and the national average was 7.2%. Using 2001 census data from Statistics Canada, 12.8% of the Health Region's families met a low income cut-off designation in comparison to 11.8% provincially and 12.8% nationally.

According to the Census Metropolitan Area data, Saskatoon's **crime rate** fell below the 2003-2004 rate by 9.1%. The 2004 crime rate was 13,767 per 100,000 population, the second highest in the province after Regina.

Canadian Community Health Survey data indicates a general decline in **smoking rates** in Saskatoon Health Region residents 20 years and older. ***The Tobacco Control Act***, which came into effect in January 2005, is intended to ensure that all residents in Saskatoon Health Region are protected from environmental tobacco smoke in indoor public places. This legislation, along with the enhanced bylaw in Saskatoon and the Saskatoon Health Region smoke-free property policy, continue to create environments that encourage a reduction in smoking. Public Health Inspector enforcement action has resulted in fewer complaints and less smoking in public places. Since ***The Tobacco Control Act*** came into effect, one ticket was issued to an individual who paid voluntarily, one patron was fined in court and one proprietor was fined in court.

In 2004, 50% of Saskatoon Health Region residents were active enough to receive health benefits; an increase from 36% in 2000 when Saskatoon Health Region's physical activity strategy, ***in motion***, was launched. Furthermore, in 2004, 60% of Saskatoon Health Region residents stated that they were familiar with ***in motion*** and that it had helped make positive changes in their health behaviours.

Reported cases of notifiable Sexually Transmitted Infections (STIs) are increasing nationally, provincially and locally. In the Saskatoon Health Region, **Chlamydia** rates have steadily increased over the past five years at a rate of about 4% per year. Chlamydia crude rates for both sexes reached 354.9 per 100,000 population in 2005, with the highest rates in females ages 15 to 24. The female rate for this group has increased 13% since 2000; however, there has been approximately a 50% total increase in rates of male Chlamydia in this same time frame.

Gonorrhea rates have also nearly doubled since 2000, with an annual increase of 8%. The 2005 Saskatoon Health Region crude rate is 61.1 per 100,000 population. The highest rate of gonorrhea for both sexes is seen in the 15 to 24 year old age category. In 2005, there were four cases of **Syphilis** reported in Saskatoon Health Region. The number of newly diagnosed syphilis cases in the Health Region has ranged between one and five since 1995.

The number of new **HIV** cases more than doubled in 2005, with forty new cases of HIV compared to fourteen new cases in 2004. The 2005 crude rate of HIV for both sexes is 13.8 per 100,000. In 2005, a cluster of HIV cases associated with injection drug use was identified through enhanced partner notification and testing of sexual, injection drug and social contacts.

Needle exchange and condom distribution are examples of **harm reduction** strategies to reduce transmission of STIs and blood borne pathogens. 800,000 clean needles were distributed in 2005-2006, with a return rate of 90.5%. Additionally, 74,000 condoms were distributed.

During the 2005-2006 reporting period, three **Precautionary Drinking Water Advisories** (PDWA) were issued and one **Emergency Boil Water Order** (EBWO) was issued.

Immunization coverage rates for children at their second birthday and for seniors (age 65 and older) have remained relatively unchanged from the previous year. Three new **vaccines** were added to the mandated preschool immunization program: conjugate meningococcal vaccine, varicella (chickenpox) vaccine, and conjugate pneumococcal vaccine. In addition, influenza vaccine for children aged 6-23 months of age was added to the provincially mandated influenza program in the fall of 2005.

Outbreaks of **pertussis** continue to occur. These are expected to decline as more and more of the population is immunized with the acellular pertussis vaccine in grade 8.

Hepatitis C has increased by 8% between 2000 and 2004, with 21 new cases reported in 2004. Hepatitis B rates are much lower than Hepatitis C and they tend to fluctuate from year to year.

Outbreaks of **Norwalk** gastrointestinal infection occurred in the community and in long term care facilities in 2005. The rate of **Methicillin-Resistant *Staph aureus* (MRSA)** has almost doubled since 2000, from 12 to 23 per 100,000 in 2004. In 2004, there were 67 new cases reported in Saskatoon Health Region.

There was a major reduction in cases of **West Nile Virus**, likely due to intensive publicity on prevention measures, combined with mild weather.

HEALTH STATUS AND OUTCOME INDICATORS

Population health indicators help the Health Region set priorities and monitor the success of interventions. Areas of concern include immunization rates of children, incidence of sexually transmitted infections and diabetes prevalence. Areas that require improvement include obesity/overweight levels and physical inactivity rates.

The changes in rates for many of the indicators have been relatively small increases or decreases from last year to this year. The Health Region's residents' self-rated health status improved while the overall provincial rating decreased. The population (age 12 years and over) who self-rated their health status as very good or excellent in a 2003 survey was 62.3%, which was higher than the provincial average and above the previous level of 58.8%.

While the proportion of overweight residents appears to have decreased, the percentage of people in the obese category has increased slightly. The Saskatoon Health Region rates are lower than the overall provincial rate and may be in part attributable to the ***in motion*** campaign. The percentage of population (age 12 years and over) who report physical activity participation levels of active/moderately active or inactive has risen since the last report.

Smoking rates for males have remained constant, but the smoking rate for females in the Health Region has decreased substantially. The overall provincial rate did not show a decrease among females.

Saskatoon Health Region 2005-2006 results based on SaskHealth performance dashboard indicators for health status		
Infant mortality rate per 1,000 live births *2002-2004*		4.2
Life expectancy (at birth) *2001*	Males	76.7
	Females	82.3
Life expectancy (at age 65 years) *2001*	Males	16.9
	Females	21.1
Self-rated health status: percentage of population (age 12 years and over) who report their health as very good or excellent *2003*		62.3%
Percentage of population (age 18 to 64 years) who are overweight or obese *2003*	Overweight (BMI 25.0-29.0)	32.9%
	Obese (BMI 30.0+)	19.1%
Percentage of population (age 12 years and over) who report physical activity participation levels of active / moderately active or inactive *2003*	Active / moderately active	50.5%
	Inactive	47.3%

Saskatoon Health Region 2005-2006 results based on SaskHealth performance dashboard indicators for health status		
Percentage of population (age 12 years and over) who are current (daily or occasional) smokers *2003*	Males	25.0%
	Females	11.6%
Age-adjusted diabetes prevalence rate per 1,000 population *2003/2004*		47.9
Injury hospitalization rate per 1,000 population (age 0 to 19 years) *2003/2004*	Males	8.4
	Females	5.3

CANADIAN INSTITUTE FOR HEALTH INFORMATION (CIHI) REVIEW

In June 2006, CIHI released the results of its annual review of the largest health regions in the country, based on information from the 2004-2005 year. The review found that people living in and around the Saskatoon Health Region have better access to a number of health care specialists and services than most Canadians do. Saskatoon Health Region ranked 3rd and 10th out of 59 health regions in the country, on a per capita basis, when it comes to performing knee and hip replacement surgery, respectively.

The CIHI report indicates that Saskatoon Health Region did 155.5 knee replacement procedures per 100,000 population and 91.5 hip replacement procedures per 100,000 population during the 2004-2005 year. Regarding heart bypass surgery and percutaneous intervention (PCI) rates, Saskatoon Health Region ranked 16th in each of the categories, performing 97.2 procedures per 100,000 population and 198.1 procedures, respectively.

The CIHI report indicates that Saskatoon Health Region had 133 specialist physicians per 100,000 population, well above the national average of 92, and which placed it 7th highest in the country. Regarding the number of family physicians, Saskatoon Health Region had 101 per 100,000 population, slightly above the national average of 97.

The CIHI report this year also did a detailed analysis of heart attack and stroke survival rates across the country. Saskatoon Health Region results are similar to the national average for both of these indicators. Overall in Canada, about one in ten people admitted to hospital with a new heart attack (11.1 per cent) died in hospital within 30 days between 2002-2003 and 2004-2005, ranging between 7.6 per cent and 16.3 per cent. In the Saskatoon Health Region, the rate was 10.9 per cent. Similarly, the overall in-hospital death rate within 30 days following admission with a new stroke was 19.1 per cent, with regional rates ranging from 14.7 per cent to 29.2 per cent. In the Saskatoon Health Region, the rate was 18.9 per cent.

Other results of the CIHI report indicated that Saskatoon Health Region was doing better than the national average in providing greater access to four procedures provided to patients from outside the health region on a per capita basis than do other centres across the country (a reflection of the fact that on any given day approximately 34 per cent of patients in Saskatoon's three tertiary care hospitals live outside the health region) and that the Saskatoon Health Region has fewer overnight hospital stays for conditions where adequate primary health care in the community can prevent hospitalization. Lower rankings were in areas such as hospitalization rates due to injuries in the community, and hysterectomy and prostatectomy readmissions.

2005–2006 RESULTS AT A GLANCE

INTRODUCTION

In 2005-2006, Saskatoon Health Region's performance was directly related to the availability of financial, technology, equipment and human resources. In all of these areas, the Health Region continues to face challenges that in many cases mirror the issues affecting the health care system generally. However, Saskatoon Health Region achieved noteworthy results in the 2005-2006 year in all of its areas of responsibility. The following paragraphs provide a summary indication of the year's performance, noting a few key results.

A positive financial result

Saskatoon Health Region ended the 2005-2006 year in a positive financial position, with an operating excess of revenue over expenses of $5.0 million, achieved largely through a number of revenue enhancements in the latter part of the year, as well as continuing management efforts to maintain services and programs within available resources.

Sustained operations

For 2005-2006, Saskatoon Health Region was generally expected to sustain existing programs and services in both urban and rural areas of the Health Region consistent with operations in 2004-2005. In the course of any year, Saskatoon Health Region necessarily faces normal variations from different and changing health care needs as well as some inevitable fluctuation in organizational capacity to provide services.

In 2005-2006, the services provided by Saskatoon Health Region were essentially consistent with 2004-2005 levels except for special initiatives in surgery and diagnostic imaging. However, in a number of areas, volumes were markedly higher than 2004-2005 levels and were indicative of significant pressure on Health Region operations:

- Adult and child patient days up 4.1%;
- Level 3 and 4 patient days up 49.2%;
- Saskatoon hospital occupancy levels up 1% to 90% overall;
- Emergency room visits up 3.7%;
- Newborn patient days up 6.2%; and,
- Off-servicing (e.g., surgery patients to medicine units) up to 15% of total patient days.

The following table highlights volumes for some of the services delivered by Saskatoon Health Region over a four-year period. As indicated, the results for 2005-2006 were in line with the volumes from the previous years, but the notable increases are evident.

	2002-2003	2003-2004	2004-2005	2005-2006
Admissions (Adult and Child)				
Saskatoon only	34,857	34,968	35,299	35,729
Rural only	n/a	n/a	n/a	4,384
SHR Total				40,113

	2002-2003	2003-2004	2004-2005	2005-2006
Average Daily Census				
RUH	300	309	309	317
SCH	162	179	176	188
SPH	150	159	161	168
Saskatoon only	612	647	646	673
Rural only	n/a	76	69	53
SHR Total	n/a	723	715	726
Average Length of Stay (Days)				
Saskatoon only	6.20	6.50	6.50	6.62
Rural only	n/a	n/a	n/a	5.86
SHR Total	n/a	n/a	n/a	n/a
*(Includes Newborns)				
As of 2004-05 length of stay includes days stay in Emergency				
Adult & Child Patient Days				
RUH	109,592	112,838	112,629	115,850
SCH	58,997	65,380	64,513	68,464
SPH	54,838	57,890	58,816	61,413
Saskatoon only	223,427	236,108	235,958	245,727
Rural only	n/a	27,868	26,136	19,510
SHR Total	n/a	263,976	262,094	265,237
Newborn Admissions				
RUH	3,832	3,901	3,840	3,817
Rural	150	152	112	88
SHR Total	3,982	4,053	3,952	3,905
Total Surgery by site *excludes long waiters				
*RUH	7,322	7,149	6,699	7,055
*SCH	15,408	15,347	15,278	14,604
*SPH	10,568	10,566	10,652	10,937
*(Saskatoon Only)	33,298	33,062	32,629	32,596
Rural Only	1,597	1,357	1,162	955
SHR Total	34,895	34,419	33,791	33,551
Emergency Visits				
RUH	44,244	45,938	47,395	50,576
SCH	15,926	16,477	15,931	17,067
SPH	46,224	45,605	43,500	43,148
Saskatoon Only	106,394	108,020	106,826	110,791
Rural Only	36,304	35,193	36,330	35,452
SHR Total	142,698	143,213	143,156	146,243
Ambulance Calls *incomplete volume				
Saskatoon only	18,345	20,583	21,087	22,891
Interfacility	2,515	2,813	3,077	3,523
Treat no transport	n/a	585	603	377
Rural only	2,853	3,180	3,121	*2,867
SHR Total	n/a	27,161	27,888	29,658
Home Care Services - Hands on – Nursing				
Saskatoon Nursing	74,917	78,711	76,614	78,185
Rural Nursing	14,391	15,039	15,060	18,955
SHR Total	89,308	93,750	91,674	97,140
Home Care Services - Hands on – Meals				
Meals	50,927	46,923	47,850	50,506
Rural Meals	43,588	46,196	43,266	40,885
SHR Total	94,515	93,119	91,116	91,391
Home Care Services - Hands on				
Home Care Saskatoon	220,113	217,091	199,533	203,116
Home Care Rural	82,145	79,003	75,597	64,828
SHR Total	302,258	296,094	275,130	267,944
Home Care - Average Monthly Clients				
Saskatoon	4,299	4,282	4,280	4,252
Rural	n/a	n/a	1,128	1,134
SHR Total			5,408	5,386

	2002-2003	2003-2004	2004-2005	2005-2006
Long Term Care Wait List as of March 31st				
Saskatoon	27	64	66	135
Rural	49	29	20	19
SHR Total	76	93	86	154
Laboratory # of procedures				
Saskatoon	7,100,425	7,335,921	7,662,974	7,763,493
Rural	n/a	n/a	n/a	n/a
SHR Total				
General Radiography (# of exams)				
Saskatoon	141,114	136,905	138,839	143,864
Rural	n/a	n/a	n/a	22,482
SHR Total				166,346
Ultrasound (# of exams)				
Saskatoon			20,002	20,174
Rural			2,640	2,817
SHR Total			22,642	22,991
Nuclear Medicine (# of exams)				
Saskatoon SHR Total	15,951	14,943	15,830	16,251
SHR Immunization				
Preschool	18,567	18,575	19,895	30,570
School	18,496	16,574	17,769	13,800
Adult	2,907	3,165	3,326	2,543
Influenza	19,957	25,092	24,605	29,192
High risk/post exposure	948	896	1,087	1,247
International travel	7,513	7,386	9,425	9,647
Purchased	861	1,546	1,519	3,407
Occupational purchased				1,105
SHR Total	69,249	73,234	77,626	91,511

NOTE: Previous years' volumes may vary slightly due to updates to data
n/a = not available at this time or not applicable

Improved access to surgical services and diagnostic imaging

The centrepiece of the year for Saskatoon Health Region operations was the continued focus on improving access to services, particularly for surgery and diagnostic imaging. While growing needs continue to present challenges to the organization, the level of activity during the 2005-2006 year was sustained at consistently high levels in order to address the province's service access priorities in these two areas.

Advances on capital investments

Needs and risks related to the Health Region's buildings, equipment and technology remained priority concerns throughout 2005-2006. The quality and safety of these assets have a direct impact on the quality and safety of the services being delivered. The Health Region's capital program for the year was more extensive than in recent years, supported by additional provincial funding as well as by foundations and their considerable fund-raising successes.

Advancements were made related to detailed planning for a number of priority capital projects – notably a new mental health inpatient facility in Saskatoon, redevelopment of St. Elizabeth's Hospital in Humboldt, and expansion of capacity at Oliver Lodge.

A time for celebration

The Health Region celebrated the 50th anniversary of Royal University Hospital (RUH) in 2005, with a number of events including a homecoming for staff and physicians who have been part of the proud history of this important health care facility. The University Hospital was officially opened in May of 1955, and today RUH serves as a leader in providing acute care services for the province.

In 2005, St. Paul's Hospital celebrated the 15th anniversary of its Palliative Care Unit. Palliative care is an important part of the continuum of care, and is directed to the relief of suffering and improving the quality of life for persons who are living with or dying from advanced illness. Palliative care services are provided at a number of sites throughout the Health Region, including the 12-bed acute care unit at St. Paul's Hospital.

Planning for the future

As an organizational priority, the Health Region initiated a strategic planning process in 2005-2006 and will produce a multi-year plan during the 2006-2007 year. The planning work included a diverse array of stakeholder engagement and involvement mechanisms to gain substantive information and advice from staff, physicians and residents.

Planning work continued in 2005-2006 related to the alignment of acute care services across the three Saskatoon hospitals, with significant advancement in understanding of the issues and options for improvements in this critical area of service delivery. More than 150 local health care professionals, including 75 physicians, participated in workshops and discussions about future clinical service requirements and how to deliver them up to the year 2021.

Pandemic planning work continued as well, consistent with international and national efforts on this front.

KEY RESULTS

For each of the four goals of the provincial health care system, Saskatoon Health Region achieved important results in 2005-2006. Some of the key results are highlighted here.

Goal 1 – Improved access to quality health services

Consistent with the direction set in 2004-2005, the Health Region continued to follow up on service integration and other improvements to emergency room operations at the three acute care hospitals in Saskatoon.

Planning work continued for the West Winds Primary Health Centre in Saskatoon, with start up of operations achieved before the end of the 2005-2006 year. West Winds brings together a broad range of health services to clients on the west side of Saskatoon in a fully integrated primary health centre. The centre is a joint initiative between the Health Region and the University of Saskatchewan College of Medicine's Department of Family Medicine. The two organizations jointly occupy and operate the centre.

As in the 2004-2005 year, additional resources were provided by SaskHealth to focus on "long wait" situations where people had been waiting for more than 18 months for surgery. As noted in the following table, additional volumes of diagnostic imaging services were delivered as well.

Diagnostic imaging services	*Budgeted volumes*	*Actual volumes*
Radiography	138,839	143,864
Mammography		39
Interventional/Angiography Studies	8,301	8,545
CT	40,216*	40,028
Ultrasound	20,002	20,174
Nuclear Medicine	15,830	16,251
Bone Density	14,500	13,522
Cardiac Catheterization Treatments	2,263	2,224
MRI	13,310**	13,338

* *The 2005-2006 Accountability Document target for CT was 40,204 exams*

** *The 2005-2006 Accountability Document target for MRI was increased from 13,010 to 13,510 exams in the fourth quarter of 2005-06 to reflect additional volume expected during that quarter. The Health Region was slightly under the new target completing 99% of what was expected.*

Goal 2 – Effective health promotion and disease prevention

The **2004 Saskatoon Health Region Health Status Report** issued in the fall of 2004 continued to provide a strong foundation of information and advice for health system and health service planning for the longer term. The Health Region also advanced work related to its **Population Health Promotion Plan**.

The Health Region continued with activities in support of a significant health promotion and disease prevention measure introduced in 2004-2005: the introduction of provincial legislation and municipal bylaws (in Saskatoon and Humboldt) requiring smoke-free environments.

Goal 3 – Retain, recruit and train health providers

The Health Region continued to be successful on most fronts in recruitment of health providers throughout 2005-2006. However, towards the end of the year, nursing recruitment started to be a growing concern in both urban and rural areas.

The Health Region continued with a number of priority human resources initiatives in 2005-2006, including advancement of a strategy for aboriginal staff recruitment and development, continued implementation of a Leadership and Management Development Program, progress with a Workplace Improvement Strategy, provision of an aboriginal awareness training program for Health Region staff, and investments in Occupational Health and Safety initiatives.

Goal 4 – A sustainable, efficient, accountable and quality health system

In the fall of 2005, the Health Region confirmed a number of organizational priorities to help focus attention and work effort into 2006-2007 and beyond.

At the end of 2005-2006, the Health Region had achieved results in many of these areas, as highlighted. However, many challenges remain in achieving substantive progress and full implementation of changes.

Healthy communities	*Healthy operations*	*Healthy workplaces*	*Improving access to quality services*
Address health system disparities	**Develop a plan for pediatric services**	**Reduce injuries to staff**	**Participate in surgery and diagnostic wait list initiatives**
Advance primary health through the West Winds centre	**Participate in provincial planning for selected services**	Reduce sick leave and overtime levels	**Complete and open the breast health Centre of Care at Saskatoon City Hospital**
Participate in Project Hope initiatives	Address Saskatoon emergency room integration issues	**Advance leadership development**	**Promote a culture of continuous quality improvement**
Advance chronic disease management work	**Advance planning for the new mental health facility**	**Provide staff with aboriginal awareness education**	**Participate in Health Quality Council initiatives**
Address aboriginal health status	**Advance the St. Elizabeth Hospital redevelopment**		**Enrol in Safer Healthcare Now! and other safety improvement efforts**
	Plan emergency preparedness for pandemic flu		**Complete reports required following the 2004 accreditation survey**
	Complete affiliate agreements		Respond to the provincial acute care patient experience survey
Innovation and integration			
Functional integration	Clinical integration	Physician integration	**Research framework**

Some examples of progress in promoting a culture of continuous quality improvement in 2005-2006 were:

- The establishment of a Saskatoon Health Region Quality Council to advise the President and CEO on quality improvement priorities and monitor progress related to quality and safety performance across the organization. The 23-member Council includes physicians, senior leaders, managers, and front-line staff with a strong interest in quality;
- The establishment of the Saskatoon Health Region Quality Awards to recognize teams that have initiated, implemented, and sustained an improvement in a program or service;
- Participation in a number of national and provincial collaboratives with other health care organizations, including the national ICU (intensive care unit) collaborative directed towards improving care and safety for ICU patients, and the national pediatric collaborative;
- Participating in a number of provincial Health Quality Council initiatives directed to achieving quality improvements in the health system;

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- Participating in a number of provincial Health Quality Council initiatives directed to achieving quality improvements in the health system;

- Educating patients, their support people and health care professionals on how to best prepare for elective hip or knee replacement surgery and beyond, through the multidisciplinary ADAPT (Arthritis Diet Activity Pain Therapy) program;
- Providing workshops to train more than 200 staff in quality improvement methodologies; and,
- Conducting senior leadership WalkRounds, giving senior Health Region staff a chance to hear directly about client and staff experiences.

In the area of safety, which is the Health Region's priority quality improvement focus, the Health Region undertook a number of initiatives, including:

- Enrolment in the Canadian Safer Healthcare Now! campaign and initiation of planning and implementation work related to the six initiatives. The initiatives the Health Region has actively embarked on include **medication reconciliation**, which focuses on ensuring patients are on the right medications at admission, discharge and transfer points; and **prevention of ventilator-associated pneumonia**;
- Establishment of a regional and standardized approach for wound and skin management; and,
- Training staff in safety, including the TLR (Transfer, Lift and Reposition) program that has resulted in a significant reduction in staff injury when moving patients.

Financial summary

As noted, Saskatoon Health Region ended the 2005-2006 year with a small operating excess of revenue over expenses. The total operating revenue for the year was $646.23 million, and the total operating expenditures were $641.23 million.

2005–2006 PERFORMANCE RESULTS

INTRODUCTION

Saskatoon Health Region is a large and complex organization encompassing thousands of employees and partners engaged in planning, managing, and evaluating literally hundreds of programs and services. At any given time, a substantive number of initiatives and accomplishments are evident throughout the organization. Some of the higher priority and higher profile performance results are highlighted here, including those that received a strong provincial focus in 2005-2006. The accomplishments are organized based on the provincial health system goals.

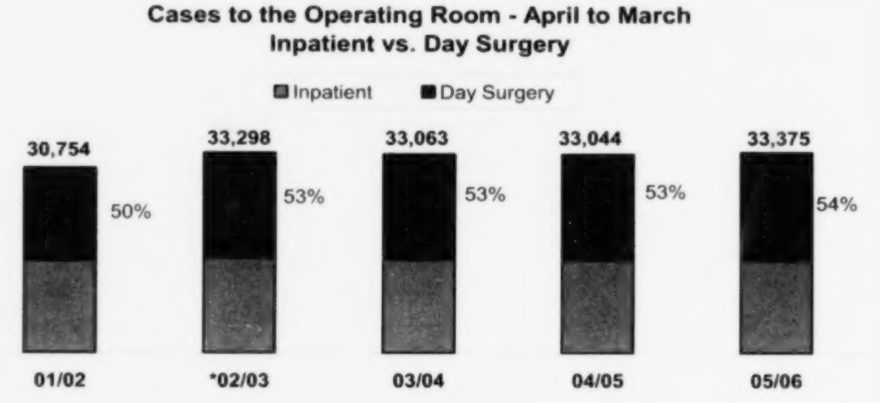
GOAL 1: IMPROVED ACCESS TO QUALITY HEALTH SERVICES

Overview comments

Access was a dominant theme in Saskatoon Health Region's operations in 2005-2006, with wait times for services continuing to cause concern in a number of program areas. The highest profile access issues related to surgery and diagnostic imaging, consistent with developments across Canada.

Results – Surgical services

As in 2004-2005, a major initiative for Saskatoon Health Region in 2005-2006 was improvement in the delivery of surgical services to patients from Saskatoon Health Region and from other parts of Saskatchewan. The surgery program consisted of two parts during the year: the basic surgical program, which was directed to delivering the same level of service that was provided in 2004-2005; and a number of separately funded additional surgeries for people who had been waiting for more than 18 months. The following graph illustrates the total number of cases for the surgical program over the past five years.

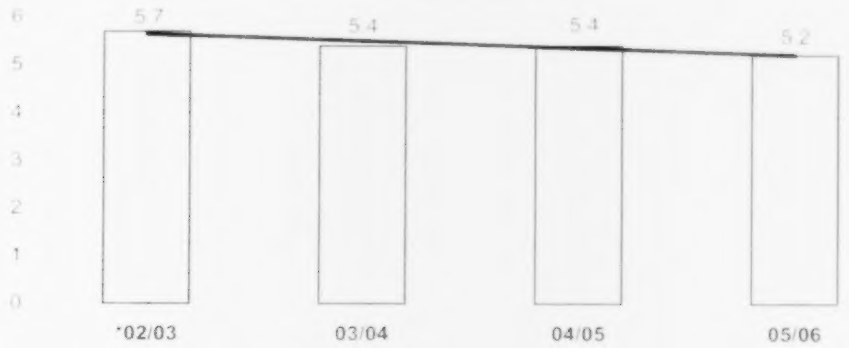


Shows the total number of cases to the operating room annually as well as the percent done as Day Surgery.
*HSAS Job Action took place Sept 18 - Oct 16, 2002

The following graph illustrates the change in average wait time for surgery over the past several years.

Includes: Inpatient & Day Surgery cases (active & pending) Elective, Urgent & Cancer, and Long Wait Initiative patients
Excludes: Emergent cases

Average Months Wait for Wait Listed Surgery Patients (Saskatoon Only)

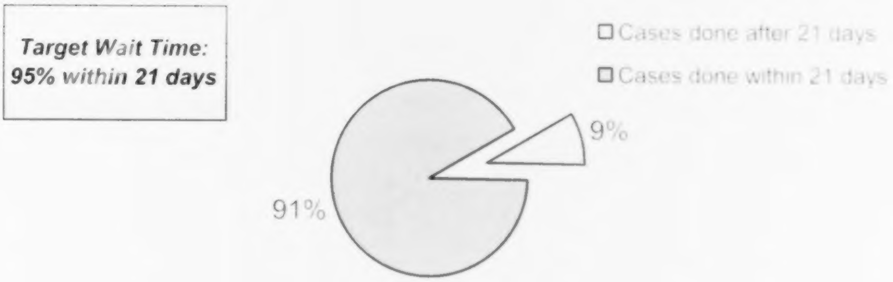


Shows the average number of months wait for patients who had their surgery during the year indicated.
*HSAS Job Action took place Sept 18 - Oct 16, 2002

The Health Region was close to the targeted wait time for cancer cases in 2005-2006, as illustrated below.

Includes: Active Cancer cases
Excludes: Pending Cancer cases

Wait Time for Cancer Cases to the Operating Room April 2005 to March 2006

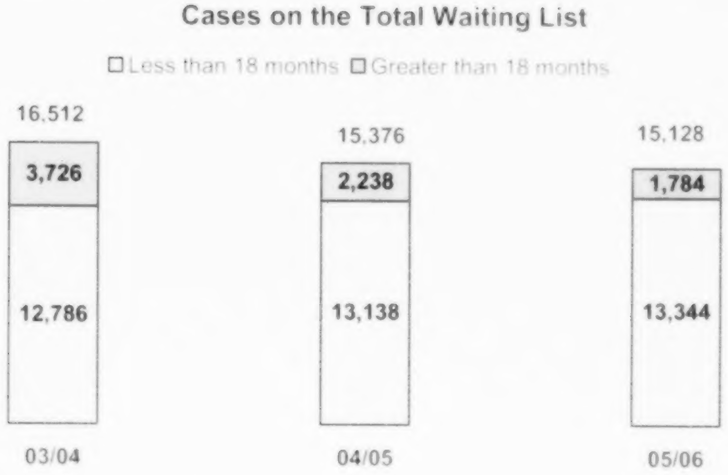


Shows the percentage of active cancer cases who have surgery within the target time frame.

In 2005-2006, Saskatoon Health Region continued to focus on reducing the number of long wait (greater than 18 months) patients on the wait list, using wait list management initiatives as well as the specially funded long wait initiative. The resulting reduction in long wait cases on the wait list is noted in the following graph.

Includes: Inpatient & Day Surgery cases (active & pending) Elective, Urgent & Cancer; patients scheduled for surgery but not yet done

Excludes: Emergent cases



Shows the number of cases on the waiting list as at March 31 each year
The total waiting list has decreased by 248 patients (1.6%)

Results – Irene and Leslie Dubé Centre of Care for breast health

The Centre of Care at Saskatoon City Hospital became operational in 2005-2006 as a result of the generosity of many individuals, business and communities, with the largest single donation of $1 million coming from Irene and Leslie Dubé. The centre has state-of-the-art diagnostic and treatment equipment and will provide women, men and their families with easier access to coordinated breast health care.

Results – Improving access to hospital beds

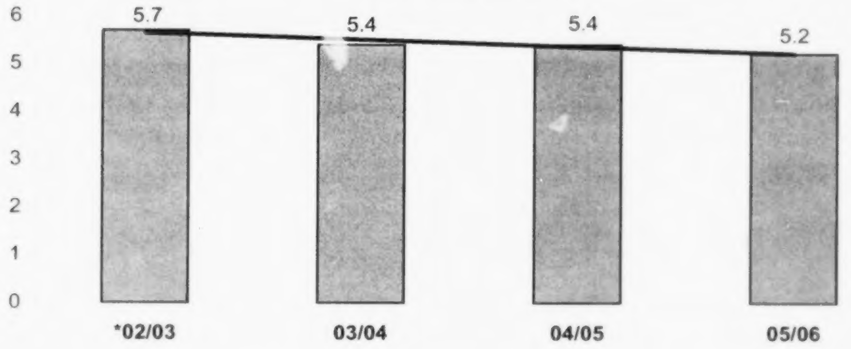
Saskatoon Health Region continued efforts to improve access to hospital beds from referring physicians throughout the province. Following the introduction of the Critical Care Access Line in 2004, the service was expanded into the Acute Care Access Line, which was introduced early in 2005-2006.

The Acute Care Access Line (ACAL) is a phone service for physicians to use for access to hospital beds in Saskatoon. The service is intended to speed up the time it takes to access the most appropriate critical or acute care beds for adult patients from across the province. The service is also intended to reduce patient transfers across hospital sites and improve patient care.

ACAL was implemented in April of 2005 and now receives 900 calls per month. ACAL has improved the utilization of the capacity at the three Saskatoon hospitals, and has equalized the distribution of ambulances across the three sites.

Includes: Inpatient & Day Surgery cases (active & pending) Elective, Urgent & Cancer, and Long Wait Initiative patients
Excludes: Emergent cases

Average Months Wait for Wait Listed Surgery Patients (Saskatoon Only)

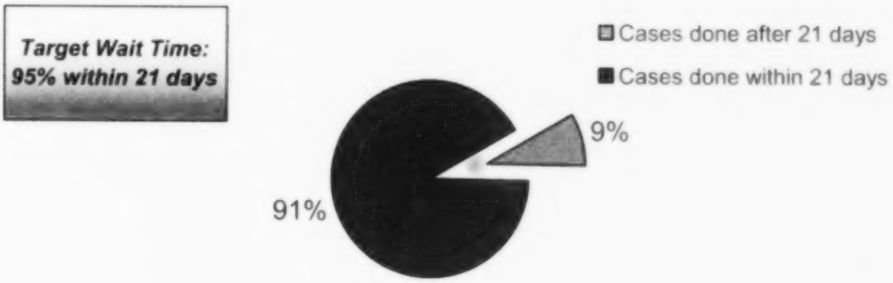


Shows the average number of months wait for patients who had their surgery during the year indicated.
*HSAS Job Action took place Sept 18 - Oct 16, 2002

The Health Region was close to the targeted wait time for cancer cases in 2005-2006, as illustrated below.

Includes: Active Cancer cases
Excludes: Pending Cancer cases

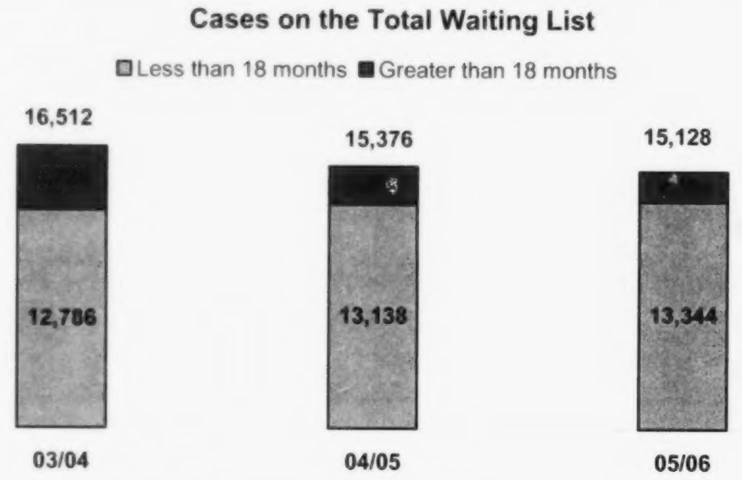
Wait Time for Cancer Cases to the Operating Room April 2005 to March 2006



Shows the percentage of active cancer cases who have surgery within the target time frame.

In 2005-2006, Saskatoon Health Region continued to focus on reducing the number of long wait (greater than 18 months) patients on the wait list, using wait list management initiatives as well as the specially funded long wait initiative. The resulting reduction in long wait cases on the wait list is noted in the following graph.

Includes: Inpatient & Day Surgery cases (active & pending) Elective, Urgent & Cancer; patients scheduled for surgery but not yet done
Excludes: Emergent cases



Shows the number of cases on the waiting list as at March 31 each year.
The total waiting list has decreased by 248 patients (1.6%).

Results – Irene and Leslie Dubé Centre of Care for breast health

The Centre of Care at Saskatoon City Hospital became operational in 2005-2006 as a result of the generosity of many individuals, business and communities, with the largest single donation of $1 million coming from Irene and Leslie Dubé. The centre has state-of-the-art diagnostic and treatment equipment and will provide women, men and their families with easier access to coordinated breast health care.

Results – Improving access to hospital beds

Saskatoon Health Region continued efforts to improve access to hospital beds from referring physicians throughout the province. Following the introduction of the Critical Care Access Line in 2004, the service was expanded into the Acute Care Access Line, which was introduced early in 2005-2006.

The Acute Care Access Line (ACAL) is a phone service for physicians to use for access to hospital beds in Saskatoon. The service is intended to speed up the time it takes to access the most appropriate critical or acute care beds for adult patients from across the province. The service is also intended to reduce patient transfers across hospital sites and improve patient care.

ACAL was implemented in April of 2005 and now receives 900 calls per month. ACAL has improved the utilization of the capacity at the three Saskatoon hospitals, and has equalized the distribution of ambulances across the three sites.

Results – Bedside directory

With the generous support of several businesses in Saskatoon, in 2005 the Health Region again produced the **SHR Patient/Client Information Directory**, providing patients and their families and visitors with easy access to information on hospital and other Health Region services. The directories are located at the patient bedsides in all ten hospitals in the Health Region. More than 1,000 copies of the directory were produced at no cost to the Health Region or the public. Approximately 20 businesses and organizations funded the project by purchasing advertising space in the directory.

Results – Improving access to community detox services

The brief detox unit at Larson House in Saskatoon had its first full year of operation in 2005-2006, fulfilling a commitment to the Health Region's community partners (the City of Saskatoon, the federal government, and the Saskatoon City Police) to provide leadership in the establishment of this service.

From April 2005 through March 2006, the brief detox unit provided services to 1,309 clients. During the same period, social detox services were provided to 2,775 clients.

Results – Project Hope

As part of the provincial three-year Project Hope initiative to prevent and treat substance abuse, Saskatoon Health Region started work in 2005 to establish a 12-bed youth stabilization unit and a street-front outreach centre and to recruit prevention staff and resources. The provincial funding support will include approximately $900,000 for capital construction and $1.8 million for annual operating expenditures. In addition, the province is funding a new addictions research chair at the University of Saskatchewan.

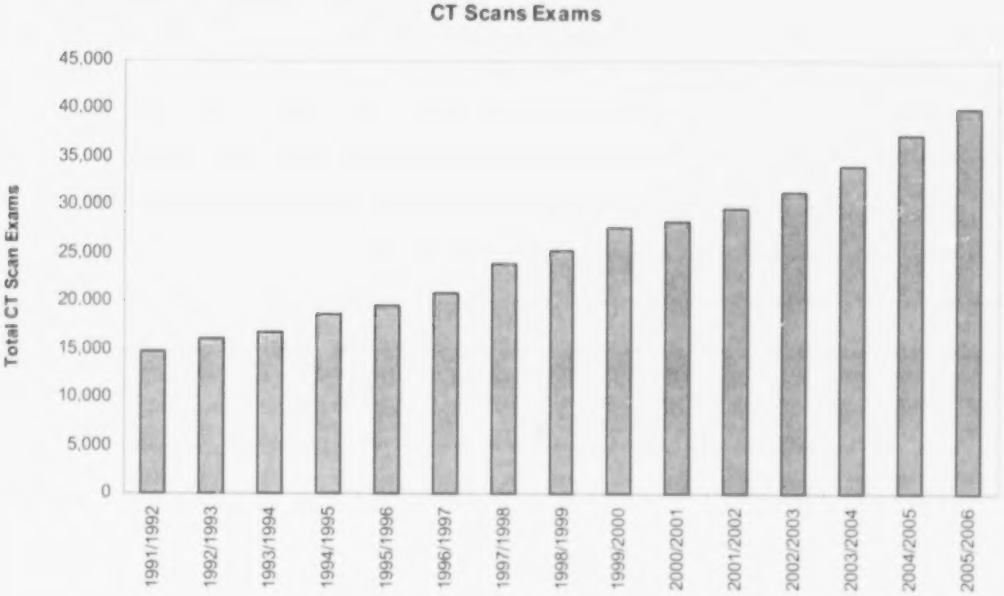
Results – Culturally sensitive services

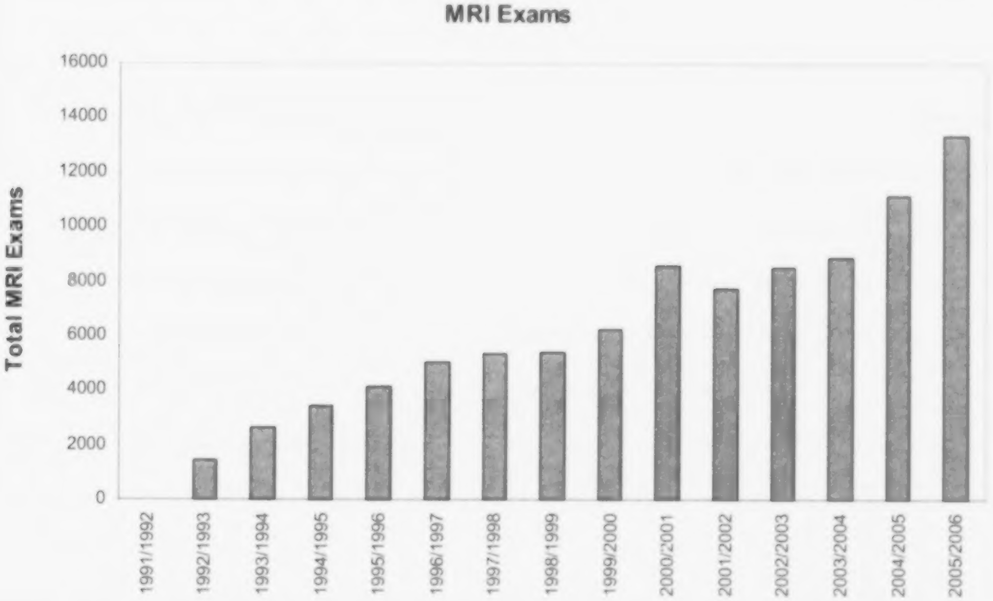
The Health Region has continued to make progress in providing culturally sensitive services, including:

- An aboriginal prayer and ceremonial room at one of the Saskatoon hospitals – the area is frequently used by aboriginal parents and their families;
- A number of aboriginal volunteers in the Spiritual Care program – they provide spiritual care services for aboriginal people as requested;
- A teepee at Larson House, the Health Region's brief detox centre; and,
- Aboriginal support workers as part of the multidisciplinary team at Calder Centre, the Health Region's addictions centre.

Results – Improving access to diagnostic imaging

The Capacity/Access/Waiting Times Initiative is a collaborative initiative of the three levels of the health care system (federal, provincial and regional). This initiative targeted funding to improve access to diagnostic imaging services. With this funding, Saskatoon Health Region was able to increase capacities in diagnostic testing, resulting in improved access to service and reductions in patient wait times for diagnostic testing. The increase in volumes is illustrated in the following graphs.





In December of 2005, the Health Region unveiled its new CT scanner at St. Paul's Hospital. This new 40-slice CT scan technology replaced the single slice CT in use since 1989, and will support increased CT scan volume throughput and provide the ability to perform more complex examinations. It will also help the Health Region to recruit and retain physicians. The $1.1 million cost of the scanner was provided by a portion of $66 million in additional federal health funding directed to Saskatchewan in 2004.

Results – Emergency services

In 2005-2006, the Health Region established the 10-bed Siemens Emergency Room Consultant area in Royal University Hospital to provide care for emergency room patients while they wait to be admitted to hospital and to provide space for consultants to assess patients. The building of the unit was made possible through a $250,000 donation from the Siemens Transportation Group to the Royal Care Campaign of the Royal University Hospital Foundation. The Royal University Hospital Auxiliary also donated $85,000 to help purchase equipment for the project.

Results – Telehealth services

Saskatoon Health Region Telehealth grew to seven active telehealth sites, adding Saskatoon City Hospital and St Elizabeth's Hospital in Humboldt, increasing access to health care and education.

In 2005-2006 year, Telehealth made it possible for 371 people from within Saskatoon Health Region and from remote and northern areas of the province to see their specialists without leaving their own communities. Over 5,200 staff, physicians, other health care providers and the public also benefited from the education offered last year in over 280 events that were held using Telehealth.

SaskHealth performance dashboard indicators for improved access to quality health services

Saskatoon Health Region 2005-2006 results	
Number of exams as a percentage of target for specialized medical imaging services: magnetic resonance imaging (MRI) scans	99%
Number of exams as a percentage of agreed on target for specialized medical imaging services: computed tomography (CT) scans	101%
Number of surgical cases, and percentage of surgical cases performed as day surgery	53.3%
Percentage of Priority Level II, IV, VI surgical cases completed within Saskatchewan's Target Time Frames *	Level II 53.7% Level IV 57.3% Level VI 76.5%
Percentage of RHA population with geographic proximity to a primary health care team	43.6%

* *The Saskatchewan Surgical Care Network (SSCN) priority scoring and scheduling systems required to support the new provincial priority levels were not implemented into Saskatoon Health Region internal information systems during 2005-2006. The performance of the Health Region in delivering surgical services is therefore more appropriately based on its existing established priority levels.*

GOAL 2: EFFECTIVE HEALTH PROMOTION AND DISEASE PREVENTION

Overview comments

Effective health promotion and disease prevention are key to shifting to a wellness culture in health care. The Health Region's capacity to invest resources in these areas has been limited, and the potential for improvement has therefore also been limited. However, 2005-2006 resulted in a number of achievements, some of which are highlighted here.

Results –Tobacco use

The most significant health promotion and disease prevention result for Saskatchewan and for Saskatoon Health Region in 2005-2006 has been the impact of introducing provincial legislation and municipal bylaws (in Saskatoon and Humboldt) requiring smoke-free environments.

Results – Active communities

A total of 76 Saskatoon elementary schools and 14 high schools and 28 rural elementary schools have been taking a leadership role within their schools to increase physical activity and build a healthy school environment within the Health Region.

In addition, 36 older adult congregate housing units (four of which are rural) have been involved in a falls prevention physical activity program. The goal of the program is to improve the health of the residents through education and physical activity.

Results – COPD satellite in Saskatoon

In the fall of 2005, the Health Region in partnership with the Lung Association of Saskatchewan established a Pulmonary Rehabilitation Program satellite at the Confederation Mall in Saskatoon to help people with chronic obstructive pulmonary disease (COPD). The program provides patients with the opportunity to regain mobility by developing an improved capacity for breathing. Optimizing COPD care prevents hospitalizations and emergency room visits and improves quality of life.

Results – Roadmap 2020

Partnering with **Roadmap 2020** in developing a local action plan for a sustainable community, the focus is on building community awareness of the environmental, health, social and economic benefits of sustainable practices and working to develop a multi-sector network of community leaders.

Results – Moving on Up

A pilot initiative for healthy transitions to high school has reached 140 parents of Grade 8 students from eight communities in the Health Region. Each of these pilot sessions was evaluated, and based on the findings, may be expanded in 2006-2007.

Results – Know the Score

A primary prevention handbook for Minor Hockey regarding substance use/abuse has reached 2,500 parents and youth across the Health Region.

Results – P.A.R.T.Y.

The Preventing Alcohol and Risk Related Trauma in Youth initiative developed and provided 6 "**PARTYS**" to 500 Grade 10 students from 6 local high schools.

Results – Accessible nutritious food

A Saskatoon Health Region Food Charter document has been drafted and is in the process of being finalized through an internal stakeholder consultation. This Charter will be the first of its kind in a Health Region in Saskatchewan, and will serve as a foundation for initiatives that support healthy food choices. It is based on the following five principles: holistic health, community economic development, collaboration, sustainable environments and social justice.

Fifteen new schools signed on to be "Nutrition Positive". This brings the total number of schools enrolled to 46 (38 elementary and 8 high schools). By signing on, schools commit to initiatives that enhance curriculum, create environmental supports and work towards a policy for healthy eating.

Results – The Health Show

The Health Show continued through 2005-2006, returning for a fifth season in January of 2006. The three-time provincial award-winning series produced by Saskatoon Health Region and Shaw TV provides viewers with information on medical research, healthy lifestyles, health promotion, illness and injury prevention, health services and programs, health news updates, active living tips and a call-in segment with a family physician.

Besides airing on Shaw TV in Saskatoon, The Health Show is carried by Shaw's sister stations in Prince Albert, Swift Current and Moose Jaw as well as Regina's cable provider, Access.

SaskHealth performance dashboard indicators for effective health promotion and disease prevention

Saskatoon Health Region 2005-2006 results	
Percentage of facilities in compliance with The Tobacco Control Act in the category that includes: billiard halls / bingo establishments / bowling centres / casinos / restaurants / taverns	*Not available**

* *Data unavailable due to delayed implementation of the Saskatchewan Environmental Health (SEHS) information system*

GOAL 3: RETAIN, RECRUIT AND TRAIN HEALTH PROVIDERS

Overview comments

The employee workforce of the Health Region is 89.5% unionized. The remainder is either out of scope or works with non-unionized affiliate agencies. A total of 24% of the staff are RNs and RPNs, and approximately 4% are LPNs. The average age of the workforce is 43.5 years.

Saskatoon Health Region has a total of more than 750 physicians, including temporary appointments, leaves of absences and house officers.

Saskatoon Health Region faces significant challenges in recruiting, training and retaining health providers to the extent required to support the delivery of services and programs across the Health Region.

Results – Recruiting and retaining physicians

During 2005-2006, the Health Region has seen a net gain of 24 active members of the Saskatoon-based medical staff with 47 new members and 23 terminations. Sixteen of the terminations were due to voluntary resignation, two because of death and five because of retirement. The new members encompass a variety of specialties including Anesthesia, Critical Care, Emergency Medicine, Family Medicine, Lab Medicine, Medicine, Medical Imaging, Obstetrics and Gynecology, Pediatrics, Psychiatry, Rehab Medicine, and Surgery.

Recruitment of physicians to rural communities continues to be very challenging. In 2005-2006, the recruitment of rural physicians has resulted in a net gain of one physician. Over the past year, Humboldt, Watrous and Wynyard have received new physicians into their communities.

A particular area of concern has been the provincial resources for pediatric surgery. In June the Health Region announced the successful recruitment of a new pediatric surgeon through a joint recruitment process with the University of Saskatchewan College of Medicine.

Results – Recruiting and retaining nurses

In the 2005-2006 year, the Health Region successfully recruited 195 RNs and 20 LPNs. A total of 120 RNs left the Health Region during this period.

In September of 2005, Saskatoon Health Region held its first Health Region-wide Nursing Forum. The Forum was attended by 161 nurses who came from across the region geographically, and represented community and facility worksites as well as unionized and out of scope personnel. This group identified six areas where they recommended further work be done: Nursing Roles and Scopes, Nursing Identification and Structure, Personal and Professional Development, Workloads, Supportive Work Environments and Nursing Leadership. Both the Nursing Roles and Scopes and Nursing Leadership work groups were established and began to develop their workplans. In 2006-2007, the remaining work groups will initiate their work and the chairs of each of the work groups will come together with nursing management personnel to form a Regional Nursing Council who will oversee the work.

Results – Recruiting and retaining other health care workers

The Health Region was generally successful in recruiting and retaining other health care workers during the 2005-2006 year, despite challenges in a number of areas – notably pharmacists, sonographers and social workers.

Results – Aboriginal awareness sessions

A total of 2,304 Health Region and affiliate employees attended aboriginal awareness sessions during the year, covering more than 20% of the workforce. These sessions provide an opportunity for staff to build a foundation of knowledge about First Nations and Metis peoples. The knowledge can contribute to a culturally competent workforce that is respectful and inclusive of all staff.

Results – Employee survey

In December of 2005, Saskatoon Health Region released its composite results from the first province-wide health care employee survey, asking staff for their views and opinions about their workplaces. The survey was initiated by all Health Regions in the province and the Saskatchewan Association of Health Organizations (SAHO) through funding from Saskatchewan Health.

The survey, compiled during summer and fall of 2005, was part of an ongoing commitment to improving quality workplaces. Survey results will be used to involve employees in improvement. The Saskatoon Health Region employee response rate (including affiliates) was 43.7%, slightly higher than the provincial average of 41%. The Health Region scored at or above the provincial average scores in almost all composite dimensions:

- Communication: 54.8% (provincial average 53.5%)
- Respect: 64.6% (provincial average 62.7%)
- Recognition: 55.1% (provincial average 54.1%)
- Work practices: 60.7% (provincial average 59.7%)
- Physical environment and safety: 61.8% (provincial average 64.6%)
- Teamwork: 61.2% (provincial average 60.1%)
- Learning environment: 40.8% (provincial average 40.7%)
- Commitment to the organization: 49.8% (provincial average 47.9%)

Three questions on the survey had the strongest relationship with commitment and will be the initial target for building workplace improvement initiatives:

- Recognition and support for work role;
- Effort to ensure quality of care as a goal; and,
- A positive and fun environment to work in.

While these three key areas for focus do not represent the Health Region's lowest composite dimension scores, which for the province as a whole was the Learning Environment composite, they have shown through analysis to be those areas most closely linked with improving employee commitment to the organization, which is related to improving employee retention.

Employees were invited to be involved in a working committee to review the three areas of focus and to develop recommendations for action. The committee's recommendations will be incorporated into the Health Region's strategic planning process.

Results – Workforce diversity survey

A workforce diversity survey was sent out to all Health Region staff during the year. The purpose was to establish an accurate baseline for statistical reporting and to strengthen the Health Region's commitment to achieving a representative workforce.

Results – Quality workplace initiative

The Health Region's quality workplace initiative supports understanding of the emerging workforce, intergenerational values and impact on the workforce, as well as the role leaders play in creating quality workplaces. Out of scope managers attended a half-day training session, and the learnings will be disseminated throughout the organization through a "train the trainer" approach.

Results – Reduced Workers' Compensation Board (WCB) premiums

The Health Region achieved a reduction in its WCB premium costs in 2005-2006 as a result of a general decrease for health care and due to the Health Region's improved experience rate.

SaskHealth performance dashboard indicators for retaining, recruiting and training health providers

Saskatoon Health Region 2005-2006 results	
Number of sick leave hours per full time equivalent (FTE) by affiliation	SEIU 90.81 HSAS 59.94 OOS/Other 52.88 SUN 98.79 All Affiliations 85.89
Number of wage-driven premium hours (overtime and other premiums) per full time equivalent (FTE) by affiliation	SEIU 30.16 HSAS 10.22 OOS/Other 1.97 SUN 46.18 All Affiliations 29.16
Distribution of health system full time equivalents (FTEs) by affiliation	SEIU 4,584.43 HSAS 618.45 OOS/Other 960.42 SUN 1,953.17 All Affiliations 8,116.47
Number of lost-time WCB claims per 100 full time equivalents (FTEs)	8.61
Number of lost-time WCB days per 100 full time equivalents (FTEs)	361.07

GOAL 4: A SUSTAINABLE, EFFICIENT, ACCOUNTABLE, QUALITY HEALTH SYSTEM

Overview comments

The Health Region's accountability for its performance is enhanced with improved performance information and effective monitoring and reporting activity. Improved performance reporting is also a central element in supporting continuous quality improvement in the Health Region, including enhanced efficiency.

Results – Achieving a balanced financial result

Saskatoon Health Region ended the 2005-2006 year with a small operating excess of revenue over expenses. This positive result was largely due to increases in a number of revenues.

Results – Patient survey

The Health Region participated in the 2004-2005 provincial Health Quality Council survey of patient experiences in Saskatchewan hospitals, and the results were released in June of 2005. Of the more than 500 respondents to the survey, 94% rated the overall quality of care they received as good or better. In reviewing the detailed results, the Health Region identified communication with patients as a priority area for improvement, particularly when being discharged, so that patients receive the correct and complete information they need when leaving hospital.

Results – Follow up to the 2004 accreditation survey

As required, the Health Region completed follow-up reports to the Canadian Council on Health Services Accreditation (CCHSA) following the December 2004 accreditation survey.

The July 2005 and January 2006 reports related to requirements to:

- Complete a capital infrastructure review within the region to ensure client and staff safety;
- Evaluate the facility structure for risks related to accessibility and emergency room space at St. Elizabeth's;
- Establish a priority list and timetable for addressing the infection control issues that have been identified in the region;
- Address the capital equipment requirements as identified in the capital equipment replacement and renewal plan;
- Ensure that mental health team provides inpatient services for the entire age spectrum (children, youth and adults) in appropriate facilities;
- Develop a plan that identifies a process to meet the current and future information needs of the region;
- Proceed with the implementation of the organization's draft policy on conducting and reporting fire drills;
- Follow up on the recommendations made in the various external reviews of pre-hospital and emergency services; and,
- Undertake measures to provide privacy and confidentiality to patients and families.

The CCHSA accepted the Health Region's reports and asked for an additional follow-up report related to progress in improving the integration of emergency department services across the three acute care hospitals in Saskatoon in the context of overall service alignment. This additional report is due to the CCHSA mid-way through the 2006-2007 year.

Results – Investing in asset management and a balanced capital program

The Health Region's base of assets is significant, and addressing deferred maintenance, capital renewal, and functional and program enhancements continues to be a challenge. In 2005-2006, Saskatoon Health Region continued work on a comprehensive approach to asset management to better position the organization to address asset issues over time. The intent is to plan, maintain and invest in the Health Region's assets in a strategic and comprehensive manner.

The Health Region's 2005-2006 $27 million capital program was focused on addressing a limited number of urgent and high priority needs, and included construction and renovation in both urban and rural facilities, purchases of medical equipment and beds, and upgrades to the technology support systems. The capital program advanced work on planning for a new mental health in-patient facility, planning for replacement of St. Elizabeth's Hospital through the Humboldt Health Services Redevelopment Project, planning for an addition to Oliver Lodge, development of a community dialysis centre in Saskatoon, and approximately $3.2 million in renovations and equipment for the breast health Centre of Care at Saskatoon City Hospital.

The Humboldt project will include replacement of the present hospital facility, as well as consolidation of community-based services into the building, including home care, mental health, public health, health promotion, community therapy and the acquired brain injury program.

The community dialysis centre in the Pleasant Hill Plaza will enhance community access to the Health Region's renal program services.

The capital program also provided approximately $2 million for the replacement of the cardiac cath lab equipment at Royal University Hospital.

Results – Participation in Saskatchewan Health Quality Council initiatives

Saskatoon Health Region staff and physicians have been engaged in a number of Health Quality Council initiatives in 2005-2006, including:

- Drug use in long term care;
- Emergency room optimization;
- Intensive care unit (ICU): database development and the Saskatchewan ICU collaborative;
- Wound management;
- The chronic disease management collaborative;
- Post-AMI (acute myocardial infarction) care; and,
- A cancer care project focused on breast cancer.

The Health Region also pursued a number of projects with support from the Health Quality Council's Innovation Fund:

- Prevention of falls;
- Obstructive sleep apnea;
- Cardiac troponin testing; and,
- Congestive heart failure (CHF) readmission rate reduction.

These efforts and others are contributing to quality improvement in a number of program and service areas.

Results – Improvements on the technology front

In 2005-2006, the Health Region increased information technology service and support levels for more people at more locations and made good progress on updating and standardizing hardware and software. Investments allowed for replacement of infrastructure servers that were more than seven years old, replacement of old computers with PCs and laptops in both rural and Saskatoon locations, and improvements in power supply and network equipment, thereby enhancing the reliability of the technology systems in the Health Region as the needs of technology-dependent programs and services continue to grow.

Results – Sustained support from volunteers and foundations

In 2005-2006, Saskatoon Health Region continued to sustain the support and involvement of volunteers and foundations.

Almost 9,000 volunteers and spiritual caregivers across the Health Region give their time generously in a wide range of areas, including palliative care, library services, resident accompaniment, transportation, recreation programs, information desk, and friendly visiting. People of all backgrounds and ages contribute, from children as young as three years of age who take part in daycare visitations at long term care facilities to people who help deliver meals on wheels.

Work by foundations across the Health Region continues to provide strong community support and funding for our organization's programs and services. The benefits of the volunteer and foundation efforts are evident for clients, patients and residents, as well as staff and the space, equipment and technology they use to provide services.

SaskHealth performance dashboard indicators for a sustainable, efficient, accountable, quality health system

Saskatoon Health Region 2005-2006 results	
Percentage of critical incidents meeting timeframe for notification (3 days)	94.2%**
Percentage of critical incidents meeting submission timeframe for written report (60 days or 180 days)	*Not available*
Key activities undertaken by RHA to address public confidence reported	Yes – activities reported in each quarter

** *Saskatoon Health Region reported critical incidents to SaskHealth throughout the 2005-2006 year as required. The provincial process for receiving and logging reports was improved during the year in order to more effectively recognize the actual timeliness of reporting.*

FINANCIAL SUMMARY

Saskatoon Health Region ended the 2005-2006 fiscal year with an operating excess of revenue over expenses of $5 million or 0.78% of the actual operating expenditures. The Health Region was successful in meeting Saskatchewan Health's service expectations in 2005-2006 even with significant pressures on acute care resources.

Non-government revenue sources were higher than planned by $3 million due to increased service volumes and higher rates charged to out-of-province residents, WCB and long-term care residents.

Expenditures overall finished on target. Even though the Health Region experienced higher that expected volumes in a number of areas, it was still able to end the year with a positive financial position through effective fiscal management, including supply contract negotiations and product standardization.

Saskatoon Health Region received confirmation of additional funding late in the fiscal year associated with collective bargaining settlements and the surgical long-wait initiative. This additional revenue allowed the Health Region to offset overexpenditures in the acute area caused by additional volumes in a number of key areas, including patient days and emergency volumes. An increase in the number of beds was required for operations as a result of an increased number of patients awaiting placement in long-term care facilities.

The Health Region continued to make investments in strategic priorities on a number of fronts, including infrastructure, asset management, information technology, quality, safety, and risk management. SHR also invested in chronic disease and community therapies, began work associated with Project Hope, and opened the breast health Centre of Care.

SaskHealth performance dashboard indicators for a sustainable, efficient, accountable, quality health system – financial indicators

Saskatoon Health Region 2005-2006 results	
Number of days able to operate with working capital	(14.69)
Surplus/deficit; as a percentage of actual operating expenditures	0.8%
Expenditures in program support funding pool as a percentage of total RHA operating expenditures	5.2%

FUTURE OUTLOOK / EMERGING ISSUES

Saskatoon Health Region faces ongoing challenges in many areas as it works to plan and deliver health services consistent with population health needs and provincially directed priorities for the health system. In looking ahead, a number of themes will necessarily receive significant attention as Saskatoon Health Region positions the organization to deliver quality services. These themes are being reinforced in the Health Region's strategic planning work.

UNDERSTANDING AND INFLUENCING COST DRIVERS

As Saskatoon Health Region looks to the future and sets its priorities, it needs to understand cost drivers and other factors that affect performance, and to act where it can to influence these factors positively. While many cost drivers affect all health care organizations, a number of cost drivers are of particular importance to Saskatoon Health Region.

Population growth

The population of Saskatoon Health Region has been increasing by rates varying from 1,200 to 4,000 persons per year for the last 10 years. Much of this total increase has been in and around the City of Saskatoon.

The ***increase*** in population means that the Health Region can expect continued pressure on programs. The ***changing population structure*** means that the pressure will not be evenly distributed over all services. For example, the Health Region expects an impact on services related to chronic disease conditions as the population ages, and over time there will be an impact on the need for and distribution of long-term care beds.

The physician / specialist factor

Saskatoon Health Region has the greatest variety of specialty physician services in Saskatchewan, and the majority of the more than 500 specialists in Saskatchewan are located here. These physicians provide medical care to people from every part of the province as well as to residents of the Saskatoon Health Region.

Saskatoon Health Region is in a very competitive market with respect to recruitment and retention of physicians, and is competing with health regions across the country that have significantly more resources to use in responding to expectations related to the availability of medical equipment and access to new technology. For Saskatoon Health Region, meeting these expectations involves increased costs, both capital and operating.

Specialists drive many cost increases, including lab tests and diagnostic imaging. Increases can be in the overall volume and in the volume per patient. The number of physician services per patient has risen significantly over the past five years, and continues to increase.

Academic health environment

Operating costs are higher in academic health environments than they are in other health care organizations, related to a number of teaching/research factors (e.g., extra tests for research or diagnostics, rework of deficient cases, supply wastage due to lack of experience, and staff time spent doing supervision). Recent curriculum changes that have increased the clinical education component in the pharmacy and nutrition programs, as well as the increase in both Baccalaureate and practical nursing seats have also resulted in additional costs for health systems staff and resources.

Drugs

As noted in the 2004-2005 annual report, and consistent with findings from national studies, Saskatoon Health Region continues to experience increases in drug costs as a result of a number of developments:

- Changes in the demographics and health status of the population (i.e., towards those with increased medication needs);
- Changes in the unit prices of drugs;
- Changes in the prescribing habits of physicians (i.e., from older, less expensive medications to newer, relatively more expensive medications to treat the same underlying diagnosis);
- Changes in utilization of drugs on a per patient basis (i.e., more medications per patient per year);
- Trends towards using drug therapy instead of other treatments (e.g., as alternatives to surgery in some cases);
- The appearance of new diseases requiring pharmaceutical therapy;
- The introduction of new drugs to treat conditions for which effective pharmaceutical therapies previously did not exist;
- The introduction of new drugs embodying appreciable improvements over existing pharmaceutical therapies; and,
- Increasing prevalence of conditions for which drug therapies are widely used, including cardiovascular, pulmonary and renal disease, diabetes and arthritis.

Medical remuneration

Saskatoon Health Region faces cost pressures related to medical remuneration on a number of fronts. Like other tertiary centres in Canada and the United States, the Health Region has insufficient in-house 24/7 medical coverage. The resulting situation is further aggravated by the increasing acuity and complexity of hospitalized patients and increasingly sophisticated technology.

Increases in compensation

Saskatoon Health Region benefits costs surpassed 19% of total salary costs in 2005-2006 this year. The cost impact of a 1.0% increase in benefits is approximately $3.9 million.

Technological change

The potential and impact of changes driven and enabled by technology reaches across the organization and service delivery processes. Technology changes involve a large front-end cost which is a challenge to finance, as well as resources to ensure ongoing maintenance and operation of systems once they have been implemented.

Information technology

Insufficient investment in information technology infrastructure since Y2K (year 2000) has created some major challenges for the Saskatoon Health Region in securing system capacity and reliability and positioning the organization for the major technological progress associated with creating an electronic health record and other advances on both the support and clinical fronts. Many of these systems are past their normal life cycle and need to be replaced or require additional resources for maintenance and repair.

Acuity

The evident increased acuity of people receiving health services from Saskatoon Health Region adds cost pressures on the organization and its capacity to deal with this shift. Increased acuity is evident in acute, home care and long term care settings, requiring higher staffing levels and increased non-salary expenditures – for example, on drugs, supplies and tests. In long term care, classification information (compiled on a regular basis with objective measurement of changes in acuity) has demonstrated that the acuity level of the residents in most facilities increased 24% over a nine-year period, or an average of 2.6% per year.

Occupancy

Occupancy rates are high in the three Saskatoon hospitals, well over 85% generally and consistently more than 95% on some units. High occupancy levels limit the flexibility of the system to respond to surge situations, move people out of the emergency services areas and into units, and avoid shifting people to long term care and home care too quickly.

Out of region patients

Saskatoon Health Region fulfills a provincial role in the provision of many health services, particularly in the acute care hospitals in Saskatoon. For the past few years, approximately 34% of inpatients have been from outside of the Health Region.

TRANSFORMING THE CARE AND SERVICE EXPERIENCE

In looking to the future, Saskatoon Health Region needs to continually improve and to actually **transform** the care experience for people who need services, including:

- Better coordination of services across the Health Region, with improved continuity of care;
- Demonstrated commitment to putting families, patients and clients first – at the centre of care, involved in decisions about their care, and provided with information and support to navigate the system;
- Treatment of all people with respect and dignity regardless of age or background; and,
- Helping the residents of the Health Region to be better informed about improving their personal health practices so they can share in greater responsibility for their own health.

The Health Region also needs to focus particular attention on safety and access to services, and has growing concerns about safety risks to patients, clients and residents receiving services; risks to health care providers; and risks to physical assets. The risks cannot be viewed in isolation. Deficiencies in the Health Region's buildings, equipment, tools and information technology can compromise the safety and effectiveness of health care providers in providing services, which can have a direct negative impact on clients, residents and patients.

Wait times for services are a continuing concern for Saskatoon Health Region, and are affected by the availability of financial and human resources to provide the services and by changes in the level of need for services. Wait times for surgery and diagnostic imaging have a very high public profile, and will continue to be a priority for the Health Region. However, concerns about wait times also extend to a number of community-based programs, including timely access to mental health counselling and speech pathology services.

TRANSFORMING THE WORK EXPERIENCE

By the end of the 2005 calendar year, 14% of the Health Region's workforce was eligible for retirement. By the end of 2010, one in every three Saskatoon Health Region employees will be eligible to retire. This reality creates significant challenges for the organization in succession planning, and will require a strong focus on recruitment, development and retention of staff. A transformed Health Region work environment would include:

- A workforce that is representative of the Health Region's population;
- Staff that are enabled and encouraged to achieve a healthy balance of work, home and community life;
- A workplace where staff feel safe, respected and valued as part of a caring community of colleagues;
- Interdisciplinary teams working together to achieve high quality care and service;
- A place that fosters leadership, provides mentorship and supports continuous professional development; and,
- An environment that supports employees in making healthy lifestyle choices.

PARTNERING FOR IMPROVED HEALTH FOR ABORIGINAL PEOPLE

Saskatoon Health Region will need to continue to work with key stakeholders in planning and delivering services that are responsive and culturally sensitive to the health needs of the aboriginal population, particularly in the areas of health promotion and disease prevention and the management of chronic diseases.

BUILDING A SUSTAINABLE INTEGRATED SYSTEM

In order to build a sustainable, integrated system, Saskatoon Health Region needs to ensure it is an organization that is innovative, applies and establishes best practices, and demonstrates good value for the money invested in health care. The Health Region also needs to position the organization to respond effectively to changing health care needs, including a greater focus on chronic disease management.

Saskatoon Health Region is a provincial resource and referral centre for many programs, providing services to people from across the province. This role will continue to demand leadership from the Health Region in planning to meet future needs.

Saskatoon Health Region needs to continue to focus on aligning and integrating services across the Health Region, including advancing the work done to date on alignment of services across the three Saskatoon hospitals to address program and capacity issues, and the 'children's hospital within a hospital' concept. The Health Region will also continue to be involved in the planning for the new health sciences building at the University of Saskatchewan.

The stability and reliability and enhancement of Saskatoon Health Region's system infrastructure, particularly our information technology resources, are central to the organization's capacity to plan, manage and deliver services now and into the future. Consistent and ongoing investment and renewal is required on this front, including a focused, strategic investment in information technology and information management to support system sustainability and integration.

The health system must also continually change and evolve as care needs, practices, technology and knowledge change. The system and workforce need to be well-positioned to continually adapt in order to be able to meet future needs.

Flexibility and adaptability will need to be evident on many fronts, including health providers working out of multiple sites, and programs and services being consolidated and aligned to improve integration and effectiveness.

Public confidence in the health care system and in Saskatoon Health Region is essential. Building and sustaining this confidence is primarily dependent on the delivery of quality services, but it also requires concerted and consistent attention to public concerns as they arise.

FOSTERING RESEARCH, LEARNING AND INNOVATION

Research, learning and innovation are key to effective health care and central to Saskatoon Health Region's future. The Health Region will need to address how it can:

- Provide more focused support for targeted research that links with provincial research priorities, population health needs, and opportunities for research excellence;
- Apply evidence to workplace practices routinely;
- Ensure the work environment encourages good ideas and promotes a spirit of inquiry, innovation and risk-taking;
- Encourage a learner-friendly environment that supports teaching and enhances the learner experience; and,
- Attract a new generation of highly skilled and motivated health professional who want to work in Saskatchewan.

MANAGEMENT REPORT

Saskatoon Health Region

May 1, 2006

SASKATOON HEALTH REGION REPORT OF MANAGEMENT

The accompanying financial statements are the responsibility of management and are approved by the Saskatoon Regional Health Authority. The financial statements have been prepared in accordance with Canadian Generally Accepted Accounting Principles and the Financial Reporting Guide issued by Saskatchewan Health, and of necessity include amounts based on estimates and judgements. The financial information presented in the annual report is consistent with the financial statements.

Management maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the Health Region's assets are safeguarded and the financial records are relevant and reliable.

The Authority delegates the responsibility of reviewing the financial statements and overseeing Management's performance in financial reporting to the Audit Committee. The Audit Committee meets with the Authority, Management and the external auditors to discuss and review financial matters and recommends the financial statements to the Authority for approval. The Authority approves the annual report and, with the recommendation of the Audit Committee, approves the financial statements.

Maura Davies
Maura Davies
Chief Executive Officer

Deborah Rhodes
Deborah Rhodes, C.A.
Chief Financial Officer

KPMG

Financial Statements of

SASKATOON REGIONAL HEALTH AUTHORITY

Year ended March 31, 2006

KPMG

KPMG LLP
Chartered Accountants
600 - 128 Fourth Avenue South
Saskatoon SK S7K 1M8

Telephone (306) 934-6200
Telefax (306) 934-6233
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AUDITORS' REPORT TO THE AUTHORITY MEMBERS

We have audited the statement of financial position of Saskatoon Regional Health Authority as at March 31, 2006 and the statements of operations and changes in fund balances and cash flows for the year then ended. These financial statements are the responsibility of the Authority's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Authority as at March 31, 2006 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

KPMG LLP

Chartered Accountants

Saskatoon, Canada
May 1, 2006

SASKATOON REGIONAL HEALTH AUTHORITY

Statement of Financial Position
(in thousands of dollars)

March 31, 2006, with comparative figures for 2005

		Restricted Funds			
	Operating Fund	Capital Fund	Community Trust Fund	Total 2006	Total 2005
Assets					
Current assets:					
Cash and short-term investments (schedule 2)	$ 39,434	$ 7,054	$ 213	$ 46,701	$ 47,323
Accounts receivable:					
Saskatchewan Health	16,571	705	–	17,276	3,289
Other	14,700	183	–	14,883	10,461
Inventory	5,485	–	–	5,485	5,027
Prepaid expenses	1,408	–	–	1,408	834
	77,598	7,942	213	85,753	66,934
Capital assets (note 3)	–	209,173	–	209,173	213,539
	$ 77,598	$ 217,115	$ 213	$ 294,926	$ 280,473
Liabilities and Fund Balances					
Current liabilities:					
Accounts payable	$ 32,020	$ 3,781	$ –	$ 35,801	$ 33,521
Accrued salaries	30,233	–	–	30,233	16,379
Vacation payable	29,535	–	–	29,535	26,773
Long-term debt - current (note 6)	–	7,058	–	7,058	8,358
Deferred revenue (note 7)	8,280	–	–	8,280	7,979
	100,068	10,839	–	110,907	93,010
Long-term debt (note 6)	–	5,191	–	5,191	5,481
	100,068	16,030	–	116,098	98,491
Fund balances:					
Invested in capital assets	–	196,924	–	196,924	199,700
Externally restricted (schedule 3)	–	–	213	213	205
Internally restricted (schedule 4)	–	438	–	438	387
Unrestricted	(22,470)	3,723	–	(18,747)	(18,310)
	(22,470)	201,085	213	178,828	181,982
	$ 77,598	$ 217,115	$ 213	$ 294,926	$ 280,473

See accompanying notes to financial statements.

On behalf of the Board of Directors:

_______________ Director   _______________ Director

SASKATOON REGIONAL HEALTH AUTHORITY

Statement of Operations and Changes in Fund Balances
(in thousands of dollars)

Year ended March 31, 2006, with comparative figures for 2005

	Operating Fund			Restricted Funds			
	Budget 2006	2006	2005	Capital Fund 2006	Community Trust Fund 2006	Total 2006	Total 2005
Revenue:							
Saskatchewan Health	$ 572,915	$ 598,250	$ 542,570	$ 12,025	$ –	$ 12,025	$ 16,992
Other provincial	8,935	9,601	8,900	–	–	–	–
Federal government	437	888	431	–	–	–	–
Patient fees	9,060	9,545	8,540	–	–	–	–
Out of province (reciprocal)	5,208	6,004	4,692	–	–	–	–
Out of country	850	574	759	–	–	–	–
Donations	–	–	64	5,624	–	5,624	2,153
Investment	122	353	357	850	8	858	305
Ancillary	10,513	11,170	9,689	–	–	–	–
Recoveries	5,965	6,691	6,853	–	–	–	–
Other	2,729	3,159	2,671	697	–	697	1,144
	616,734	646,235	585,526	19,196	8	19,204	20,594
Expenses:							
Province-wide acute care services	37,629	37,384	33,728	–	–	–	–
Acute care services	319,995	335,283	302,500	–	–	–	–
Physician compensation-acute	36,278	36,664	33,729	–	–	–	–
Supportive care services	97,278	102,279	94,981	–	–	–	–
Home based service-supportive care	21,527	21,908	20,036	–	–	–	–
Population health services	14,304	15,599	13,699	–	–	–	–
Community care services	22,670	23,017	21,315	–	–	–	–
Home based services - acute and palliative	3,844	3,916	3,819	–	–	–	–
Primary health care services	4,543	5,112	4,451	–	–	–	–
Emergency response services	5,185	5,590	5,205	–	–	–	–
Mental health services	5,797	5,966	5,413	–	–	–	–
Addictions services	1,423	1,500	1,253	–	–	–	–
Physician compensation - community services	1,961	1,788	1,626	–	–	–	–
Program support services	32,670	33,455	31,104	27,360	–	27,360	30,829
Special funded programs	6,213	6,176	5,690	–	–	–	–
Ancillary	5,417	5,596	4,835	–	–	–	–
Total expenses (schedule 1)	616,734	641,233	583,384	27,360	–	27,360	30,829
Excess (deficiency) of revenue over expenses	–	5,002	2,142	(8,164)	8	(8,156)	(10,235)
Fund balances, beginning of year		(26,886)	(28,814)	208,663	205	208,868	218,889
Interfund transfers		(586)	(214)	586	–	586	214
Fund balances, end of year		$ (22,470)	$ (26,886)	$ 201,085	$ 213	$ 201,298	$ 208,868

See accompanying notes to financial statements.

SASKATOON REGIONAL HEALTH AUTHORITY

Statement of Cash Flows
(in thousands of dollars)

Year ended March 31, 2006, with comparative figures for 2005

	Operating Fund		Restricted Funds			
	2006	2005	Capital Fund 2006	Community Trust Fund 2006	Total 2006	Total 2005
Cash provided by (used in):	Operating Activities		Financing and Investing Activities			
Excess (deficiency) of revenue over expenses	$ 5,002	$ 2,142	$ (8,164)	$ 8	$ (8,156)	$ (10,235)
Net change in non-cash working capital (note 8)	483	12,731	(727)	–	(727)	4,876
Amortization of capital assets	–	–	25,440	–	25,440	29,489
	5,485	14,873	16,549	8	16,557	24,130
Purchase of capital assets						
Building/construction	–	–	(6,367)	–	(6,367)	(4,880)
Equipment	–	–	(14,707)	–	(14,707)	(6,813)
	–	–	(21,074)	–	(21,074)	(11,693)
Repayment of long-term debt	–	–	(1,590)	–	(1,590)	(1,101)
Net increase (decrease) in cash and short-term investments during the year	5,485	14,873	(6,115)	8	(6,107)	11,336
Cash and short term investments, beginning of year	34,535	19,876	12,583	205	12,788	1,238
Interfund transfers	(586)	(214)	586	–	586	214
Cash and short term investments, end of year	$ 39,434	$ 34,535	$ 7,054	$ 213	$ 7,267	$ 12,788

See accompanying notes to financial statements.

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1. Legislative authority:

On August 1, 2002, the Legislative Assembly passed *The Regional Health Services Act* (the "Act"). The Act created the Regional Health Authorities for the purpose of governing the delivery of health services as well as establishing and governing Health Regions in the province of Saskatchewan.

On coming into force, the Act terminated the membership of the individual District Health Boards. All assets, liabilities, rights, and obligations of the District Health Boards continued as the assets, liabilities, rights, and obligations of the Regional Health Authority. All contracts with the District Health Boards remain in effect until repealed or replaced by the Regional Health Authorities.

The Saskatoon Regional Health Authority ("SRHA") was created by the Act. SRHA is responsible for the planning, organization, delivery and evaluation of health services it is to provide (The Act, Section 27) within the geographic area known as the Saskatoon Health Region.

2. Significant accounting policies:

These financial statements are prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

(a) Health Care Organizations:

i) SRHA has entered into an joint service management partnership with one of its affiliates, St. Paul's Hospital (Grey Nuns) of Saskatoon ("St. Paul's"). By agreement, SRHA and St. Paul's were each given responsibility for the management of designated care groups and support services. As a result of this relationship, the financial statements of St. Paul's have been consolidated with the financial statements of SRHA. Transactions between SRHA and St. Paul's and inter-organization balances have been eliminated. The agreement with St. Paul's has been renewed for a 10 year period expiring September 30, 2015.

2. Significant accounting policies - continued:

(a) Health Care Organizations - continued:

ii) In addition to St. Paul's, SRHA has entered into affiliation agreements with the following healthcare organizations:

- Bethany Pioneer Village Inc.
- Central Haven Special Care Home Inc.
- Circle Drive Special Care Home Inc.
- Duck Lake and District Nursing Home Inc.
- Jubilee Residences Inc. (Stensrud Lodge)
- Jubilee Residences Inc. (Porteous Lodge)
- Lakeview Pioneer Lodge Inc.
- Luther Care Communities (Lutheran Sunset Home)
- Mennonite Nursing Home Inc.
- Oliver Lodge
- Saskatoon Convalescent Home
- Sherbrooke Community Society Inc.
- Spruce Manor Special Care Home Inc.
- St. Ann's Senior Citizens Village Corporation
- St. Elizabeth's Hospital of Humboldt
- St. Joseph's Home for the Aged
- Strasbourg and District Health Centre
- Sunnyside Adventist Care Centre
- Warman Mennonite Special Care Home Inc.

SRHA provides annual grant funding to these organizations for the delivery of health care services. Consequently, the SRHA has disclosed certain financial information regarding these affiliates.

These affiliates are not consolidated into the SRHA financial statements. Note 10 b) i) provides supplementary information on the financial position, results of operations, and cash flows of these affiliates.

2. Significant accounting policies - continued:

(a) Health Care Organizations - continued:

iii) The SRHA has agreements with and grants funding to the following community based organizations (CBOs) and third parties to provide health services:

Cosmopolitan Industries Ltd.
Crocus Cooperative
Canadian Mental Health Association
Elmwood Lodge
George Bailey Counselling Centre
Humboldt and District Ambulance Service
Langham Senior Citizens Home
Lanigan and District Ambulance Association
M.D. Ambulance Care Ltd
Midway Ambulance Care Ltd.
Preston Nursing Home, Saskatoon of Extendicare (Canada) Inc.
Quill Plains Ambulance Care Ltd.
Rosthern and District Ambulance
Saskatoon Community Clinic
Saskatoon Crisis Intervention Services, Inc.
Saskatoon Housing Coalition, Inc.
Saskatoon Society for Autism Inc.
Senior Sisters of Sion Residence
Shamrock Ambulance Care Inc.
Strasbourg Ambulance Service
Student Wellness Initiative Toward Community Health (SWITCH)
University of Saskatchewan Student Health Centre
Wakaw Ambulance Service
Wynyard and District Health Clinic

Note 10 b) iii) provides disclosure of payments to CBOs and third parties.

2. Significant accounting policies - continued:

(b) Foundations:

The following Foundations raise funds exclusively for programs and equipment for facilities under the SRHA:

Royal University Hospital Foundation Inc.
Saskatoon City Hospital Foundation Inc.
St. Paul's Hospital Foundation Inc.
Watrous Community Health Foundation Inc.
Last Mountain Pioneer Home Inc.
Rosthern Hospital Foundation Inc.

The Foundations are incorporated under *The Non-Profit Corporations Act* and are registered charities under *The Income Tax Act*.

These financial statements do not include the financial activities of the Foundations. Note 10 b) ii) describes the financial position and results of operations and cash flows of these Foundations.

(c) Fund accounting:

The accounts of SRHA are maintained in accordance with the restricted fund method of accounting for contributions. For financial reporting purposes, accounts with similar characteristics have been combined into the following major funds:

i) Operating Fund

The operating fund reflects the primary operations of SRHA including revenues received for provision of health services from Saskatchewan Health - General Revenue Fund, and billings to patients, clients, the federal government and other agencies for patient and client services. Other revenue consists of donations, recoveries, and ancillary revenue. Expenses are for the delivery of health services.

ii) Capital Fund

The capital fund is a restricted fund that reflects the equity of SRHA in capital assets after taking into consideration any associated long-term debt. The capital fund includes revenues received from Saskatchewan Health - General Revenue Fund designated for construction of capital projects and/or the acquisition of capital assets. The capital fund also includes donations designated for capital purposes by the contributor. Expenses consist primarily of amortization of capital assets.

2. Significant accounting policies - continued:

(c) Fund Accounting - continued:

iii) Community Trust Fund

The community trust fund is a restricted fund that reflects community-generated assets transferred to SRHA in accordance with the pre-amalgamation agreements signed with the amalgamating health corporations. The assets include cash and investments initially accumulated by the health corporations in SRHA from donations or municipal tax levies. These assets are accounted for separately and use of the assets is subject to restrictions set out in pre-amalgamation agreements between SRHA and the health corporations.

(d) Revenue:

Unrestricted contributions are recognized as revenue in the operating fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Restricted contributions related to general operations are deferred and recognized as revenue of the operating fund in the year in which the related expenses are incurred. All other restricted contributions are recognized as revenue of the appropriate restricted fund in the year.

(e) Capital assets:

Capital assets are recorded at cost. Normal maintenance and repairs are expensed as incurred. Capital assets, with a life exceeding one year, are amortized on a straight-line basis over their estimated useful lives as follows:

Asset	Rate
Buildings	2.5% to 10%
Land improvements and leasehold improvements	5% to 10%
Equipment	10% to 20%

Donated capital assets are recorded at their fair value at the date of contribution if fair value can be reasonably determined.

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2. Significant accounting policies - continued:

(f) Inventory:

Inventory consists of medical and surgical supplies, drugs, laboratory supplies, linen and other general supplies. All inventories are valued at cost as determined on the weighted average basis.

(g) Investments:

Investments are valued at the lower of cost or market.

(h) Pensions:

Employees of SRHA participate in several multi-employer defined pension plans or a defined contribution plan. SRHA follows defined contribution plan accounting for its participation in the plans. Accordingly, SRHA expenses all contributions it is required to make in the year.

(i) Measurement uncertainty:

These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles. In the preparation of financial statements, management makes various estimates and assumptions in determining the reported amounts of assets and liabilities, revenues and expenses and in the disclosure of commitments and contingencies. Changes in estimates and assumptions will occur based on the passage of time and the occurrence of certain future events. The changes will be reported in earnings in the period in which they become known.

3. Capital assets:

	Cost	Accumulated amortization	2006 Net book value	2005 Net book value
Land	$ 1,074	$ –	$ 1,074	$ 1,074
Land improvements	2,209	2,198	11	16
Buildings	408,540	233,255	175,285	186,238
Furniture and equipment	237,675	208,413	29,262	20,904
Construction in progress	3,541	–	3,541	5,307
	$ 653,039	$ 443,866	$ 209,173	$ 213,539

4. Commitments:

a) Capital asset acquisitions

At March 31, 2006, commitments for the acquisition of capital assets were $8.3 million (2005 - $13.1 million).

b) Saskatoon Square Limited Partnership

SRHA holds a 10% interest in the Saskatoon Square Limited Partnership. SRHA's share of earnings from the partnership, accounted for on the equity basis as capital income, was $81 thousand for the year ended March 31, 2006.

In addition to its interest in the partnership, SRHA has entered into a 10 year lease for office space for $250 thousand per year, plus operating costs, included in operating lease commitments below.

4. Commitments - continued:

c) Operating leases

Minimum annual rentals under operating leases and maintenance contracts on property and equipment over the next five years are as follows:

2007	$	7,558
2008		7,440
2009		7,345
2010		7,297
2011		7,172

5. Contingencies:

Legal claims

a) SRHA, along with others, is a defendant to several claims which have been brought against it over the years as a result of its medical operations. SRHA believes these claims are without merit or are covered by insurance. Settlements, if any, in excess of insurance coverage, would be accounted for as a charge against operations in the period in which settlements arise.

Joint job evaluation

b) The joint job evaluation/pay equity initiative for the service provider unions CUPE, SEIU, and SGEU allowed for an appeal process. As a result, employees and employers have filed reconsideration appeals that are currently under review. A financial obligation to pay reconsideration costs occurs once the Steering Committee reviews the recommendations from the Reconsideration Committee and reaches a consensus decision. At this time there are outstanding reconsiderations on which the Steering Committee has yet to reach a final decision. The results of outstanding reconsiderations are currently unknown therefore, the cost of these reconsiderations cannot be reasonably determined.

6. Long-term debt:

Title of Issue	Interest Rate	Monthly Repayment Terms (not in thousands)	2006	2005
Manitou Lodge, Watrous - CMHC mortgage	8.0%	$1,391 principal and interest. Mortgage renewal and due date August 1, 2025	$ 166	$ 169
St. Mary's Villa, Humboldt - CMHC mortgage	8.0%	$4,213 principal and interest. Mortgage renewal and due date March 1, 2027	519	528
Puffer Special Care Home Corporation, Nokomis - CMHC mortgage	4.5%	$3,619 principal and interest of which $922 is subsidized by SHC. Mortgage renewal date February 1, 2015, due date November 1, 2021	488	508
Pleasant View Care Home, Wadena - CMHC mortgage	4.5%	$14,106 principal and interest of which $13,000 is subsidized by SHC. Mortgage renewal date February 1, 2015, due date November 1, 2024	2,135	2,206
Cudworth Nursing Home, Cudworth - CMHC mortgage	6.9%	$1,183 principal and interest. Mortgage renewal and due date August 1, 2019	125	130
Quill Plains Centennial Lodge, Watson - CMHC mortgage	7.5%	$663 principal and interest. Mortgage renewal and due date February 1, 2023	77	79
Quill Plains Centennial Lodge, Watson - CMHC mortgage	5.4%	$645 principal and interest. Mortgage renewal and due date September 1, 2016	62	67
Central Parkland Lodge, Lanigan - CMHC mortgage	8.0%	$2,342 principal and interest. Mortgage renewal and due date August 1, 2025	279	285

6. Long-term debt - continued:

Title of Issue	Interest Rate	Monthly Repayment Terms (not in thousands)	2006	2005
Golden Acres, Wynyard - CMHC mortgage	7.6%	$852 principal and interest. Mortgage renewal and due date August 1, 2023	99	102
Golden Acres, Wynyard - CMHC mortgage	5.4%	$256 principal and interest. Mortgage renewal and due date December 1, 2016	25	27
RM of Kutawa, Wynyard - CUCORP Commercial Loan	6.9%	$380 principal and interest. Due on demand	–	7
RM of Big Quill, Wynyard - CUCORP Commercial Loan	6.9%	$3,888 principal and interest. Due on demand	26	71
RUH Parkade Expansion, Saskatoon - RBC Banker's Acceptance	5.8%	Revolving credit facility renewable annually to June, 2013	6,742	7,488
Del Haven Loan, Saskatoon - RBC Commercial Loan	Prime + 1%	$7,790 principal and interest. Due on demand	–	99
Sterling Building, Saskatoon - RBC Commercial Mortgage	5.2%	$19,177 principal and interest. Mortgage renewal April 1, 2010 and due date April 1, 2014	1,506	1,655
Sterling Building, Saskatoon - RBC Term Loan, unsecured	Prime	$9,197 principal and interest. Due on demand	–	418
			12,249	13,839
Less current portion			7,058	8,358
			$ 5,191	$ 5,481

6. Long-term debt - continued:

SRHA has reduced its exposure to interest rate fluctuations by entering into an interest rate swap on the full amount of its revolving credit facility for the RUH Parkade expansion. The interest rate swap effectively fixes the interest rate on the debt at 5.8% until June, 2013.

The fair value of the interest rate swap is recorded on the statement of financial position with changes in fair value reflected as capital fund expense. At March 31, 2006, the market value loss on the interest rate swap was $223 thousand (2005 - $368 thousand).

For each of the CMHC mortgages, the SRHA has pledged the related buildings as security. An assignment of rental revenue has also been taken as security on the Nokomis Health Centre CMHC Loan. CUCORP loans are secured by the assignment of future funding from rural municipalities. The Royal Bank loans are secured by general securities agreements and assignments of rents and leases.

Principal repayments required in each of the next five years and thereafter are estimated as follows:

2007	$	7,058
2008		305
2009		321
2010		338
2011		357
Thereafter		3,870
	$	12,249

7. Deferred revenue:

	Balance beginning of year	Less amount recognized	Add amount received	Balance end of year
Saskatchewan Health Initiatives:				
Acute	$ 1,589	$ 858	$ 630	$ 1,361
CHIPP (Telehealth)	345	48	–	297
Clinical education and training	326	–	–	326
Medical remuneration	1,265	30	30	1,265
Academic detailing	212	433	445	224
Community	1,290	955	886	1,221
Rural health initiatives	118	2	27	143
Supportive care	278	62	–	216
Program support	629	655	209	183
Workplace wellness	165	91	–	74
Total Sask Health	6,217	3,134	2,227	5,310
Non-Saskatchewan Health Initiatives:				
Acute	421	1,063	1,841	1,199
ABI revenue	154	584	578	148
Community	361	583	796	574
Other	304	–	199	503
SGI fit capital	314	4	82	392
Program support	208	2,367	2,313	154
	1,762	4,601	5,809	2,970
	$ 7,979	$ 7,735	$ 8,036	$ 8,280

Restricted funding is recorded as revenue as the related costs are incurred.

SASKATOON REGIONAL HEALTH AUTHORITY

Notes to Financial Statements - continued
(in thousands of dollars)

Year ended March 31, 2006

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8. Net change in non-cash working capital:

	Operating Fund		Restricted Funds			
	2006	2005	Capital Fund 2006	Community Trust Fund 2006	Total 2006	Total 2005
Accounts receivable	$ (18,631)	$ 2,707	$ 222	$ –	$ 222	$ 1,098
Inventory	(458)	412	–	–	–	–
Prepaid expenses	(574)	2,139	–	–	–	–
Accounts payable	3,229	4,295	(949)	–	(949)	3,042
Accrued salaries	13,854	(43)	–	–	–	–
Vacation payable	2,762	1,921	–	–	–	–
Deferred revenue	301	2,036	–	–	–	–
Interfund balance	–	(736)	–	–	–	736
	$ 483	$ 12,731	$ (727)	$ –	$ (727)	$ 4,876

9. Trust accounts:

SRHA administers funds held in trust for clinical research and patients and residents using SRHA's facilities. Any significant funds are held in separate accounts for the trust funds SRHA administers. The total cash held in trust as at March 31, 2006 was $4.1 million (2005 - $3.8 million). These amounts are not reflected in the financial statements.

10. Related parties:

These financial statements include transactions with related parties. SRHA is related to all Saskatchewan Crown Agencies such as departments, corporations, boards and commissions under the common control of the Government of Saskatchewan. SRHA is also related to non-Crown enterprises that the Government jointly controls or significantly influences. In addition, SRHA is related to other non-Government organizations by virtue of its economic interest in these organizations.

10. Related parties - continued:

a) Related party transactions:

Transactions with these related parties are in the normal course of operations. Amounts due to or from and the recorded amounts of the transactions resulting from these transactions are included in the financial statements and the table below. They are recorded at the standard rates charged by those organizations and are settled on normal trade terms.

	2006	2005
Revenue:		
Saskatchewan Health	$ 610,275	$ 559,562
Saskatchewan Workers' Compensation Board	6,314	5,887
Foundations	5,100	2,253
Saskatchewan Government Insurance	3,917	3,644
Saskatchewan Cancer Foundation	3,613	3,528
Other	3,365	3,178
Saskatchewan Housing Corporation	280	180
Saskatchewan Community Resources and Employment	77	172
Saskatoon Square Limited Partnership	81	75
Public Trustee for Saskatchewan	60	60
	$ 633,082	$ 578,539
Expenses:		
Affiliated organizations	$ 63,380	$ 59,153
Saskatchewan Health Employee Pension Plan	19,572	18,394
Saskatchewan Association of Health Organizations	17,269	13,077
University of Saskatchewan	12,087	9,749
Saskatchewan Workers' Compensation Board	7,227	7,225
Community based organizations	5,263	5,069
SaskTel	3,108	3,254
Department of Finance	2,635	2,167
SaskEnergy	924	922
SaskPower	896	879
Saskatoon Square Limited Partnership	608	490
Other	389	785
Saskatchewan Government Insurance	22	23
Saskatchewan Property Management Corp.	–	711
	$ 133,380	$ 121,898

10. Related parties - continued:

a) Related party transactions - continued:

		2006		2005
Accounts receivable:				
Saskatchewan Health	$	17,276	$	3,289
Other		2,588		1,349
Saskatchewan Cancer Foundation		1,025		551
Saskatchewan Government Insurance		936		953
	$	21,825	$	6,142
Prepaid expenses:				
Community based organizations	$	129	$	–
Other		18		1
	$	147	$	1
Accounts payable:				
Saskatchewan Workers' Compensation Board	$	3,479	$	3,506
Other		582		585
University of Saskatchewan		150		540
Affiliated organizations		45		127
Saskatchewan Association of Health Organizations		11		984
	$	4,267	$	5,742

In addition, SRHA pays Provincial Sales Tax to the Saskatchewan Department of Finance on all its taxable purchases. Taxes paid are recorded as part of the cost of those purchases.

10. Related parties - continued:

b) Health Care Organizations

i) Affiliates

The Act makes SRHA responsible for the delivery of health services in its region including the health services provided by privately owned affiliates. The Act requires affiliates to conduct their affairs and activities in a manner that is consistent with, and that reflects, the health goals and objectives established by SRHA. SRHA exercises significant influence over affiliates by virtue of its material inter-entity transactions. The following presentation discloses the amount of funds granted to each affiliate:

	2006	2005
Operating:		
Sherbrooke Community Society Inc.	$ 12,607	$ 11,667
St. Elizabeth's Hospital of Humboldt	8,226	7,677
Luther Care Communities (Lutheran Sunset Home)	5,785	5,336
Oliver Lodge	3,586	3,337
Jubilee Residences, Inc. (Stensrud Lodge)	3,467	3,182
Sunnyside Adventist Care Centre	3,436	3,119
Jubilee Residences Inc. (Porteous Lodge)	3,137	2,926
Mennonite Nursing Home Inc.	3,041	2,851
St. Ann's Senior Citizens Village Corporation	2,882	2,725
Saskatoon Convalescent Home	2,775	2,528
St. Joseph's Home for the Aged	2,603	2,411
Circle Drive Special Care Home Inc.	2,269	2,093
Central Haven Special Care Home Inc.	1,975	1,798
Lakeview Pioneer Lodge Inc.	1,923	1,780
Bethany Pioneer Village Inc.	1,506	1,406
Duck Lake and District Nursing Home Inc.	1,459	1,334
Spruce Manor Special Care Home Inc.	1,356	1,263
Warman Mennonite Special Care Home Inc.	1,083	1,018
Strasbourg and District Health Centre	193	192
	63,309	58,643
Capital	1,071	510
	$ 64,380	$ 59,153

10. Related parties - continued:

b) Health Care Organizations - continued:

i) Affiliates - continued

Saskatchewan Health requires additional reporting in the following financial summaries of the affiliate entities as at March 31, 2006 and 2005 and for the years then ended:

		2006		2005
Financial position:				
Current assets	$	12,632	$	10,450
Net capital assets		33,160		33,165
	$	45,792	$	43,615
Total liabilities	$	31,641	$	30,370
Fund balances		14,151		13,245
	$	45,792	$	43,615
Results of operations:				
SRHA grant	$	64,380	$	59,153
Other revenue		20,090		20,902
		84,470		80,055
Salaries and benefits		68,866		64,788
Other expenses		14,698		14,562
		83,564		79,350
Excess of revenue over expenses	$	906	$	705

Other expenses include amortization of $2.3 million (2005 - $2.3 million).

		2006		2005
Cash flows:				
Cash from operations	$	2,041	$	1,754
Cash used in financing activities		(638)		(477)
Cash used in investing activities		(1,976)		(1,814)
Decrease in cash	$	(573)	$	(537)

Cash used in investing activities includes capital purchases of $2.4 million (2005 - $1.9 million).

10. Related parties - continued:

b) Health Care Organizations - continued:

ii) Fundraising foundations

During the year, foundations provided funding of approximately $5.1 million (2005 - $2.3 million) for programs and capital acquisitions reported in donation and ancillary revenue.

In addition, the foundations provided education and research funding to employees of SRHA of $1.4 million (2005 - $735 thousand) which is not reflected in these financial statements.

The following represents the financial position, results of operations and cash flows for the foundations which have not been consolidated in these financial statements:

		2006		2005
Financial position:				
Assets	$	23,704	$	20,730
Liabilities		1,809		552
Fund balances		21,895		20,178
	$	23,704	$	20,730
Results of operations:				
Revenue	$	10,604		8,367
Expenses		(8,887)		(5,337)
Excess of revenue over expenses	$	1,717	$	3,030
Cash provided by (used in):				
Operations	$	2,589	$	4,566
Financing and investing activities		(2,969)		(2,100)
Increase (decrease) in cash	$	(380)	$	2,466

10. Related parties - continued:

b) Health Care Organizations - continued:

iii) Community Based Organizations and Third Parties

SRHA has also entered into agreements with CBOs and third parties to provide health services. These organizations receive operating funding from the SRHA on a monthly basis in accordance with budget amounts approved annually. During the year, SRHA provided the following amounts to CBOs and third parties:

	2006	2005
Preston Nursing Home, Saskatoon of Extendicare (Canada) Inc.	$ 3,144	$ 2,952
M.D. Ambulance Care Ltd.	3,078	2,836
Saskatoon Housing Coalition, Inc.	644	604
Langham Senior Citizens Home	551	518
Humboldt and District Ambulance Service	441	420
Midway Ambulance Care Ltd.	349	332
Saskatoon Crisis Intervention Services, Inc.	326	334
Rosthern and District Ambulance	279	269
Strasbourg Ambulance Service	244	228
Shamrock Ambulance Care Inc.	244	228
Wakaw Ambulance Service	208	218
Quill Plains Ambulance Care Ltd.	216	202
Wynyard and District Health Clinic	191	194
George Bailey Counselling Centre	175	193
Crocus Cooperative	164	178
Canadian Mental Health Association	147	162
Saskatoon Community Clinic	122	–
Lanigan and District Ambulance Association	117	115
Saskatoon Society for Autism Inc.	112	128
University of Saskatchewan Student Health Centre	97	–
Elmwood Lodge	89	68
Senior Sisters of Sion Residence	50	50
Cosmopolitan Industries Ltd.	35	35
Student Wellness Initiative Toward Community Health (SWITCH)	15	–
	$ 11,038	$ 10,264

11. Pension plans:

Employees of SRHA participate in one of three pension plans.

- Saskatchewan Healthcare Employees' Pension Plan ("SHEPP") - plan is jointly governed by a board of eight trustees. Four of the trustees are appointed by the Saskatchewan Association of Health Organizations ("SAHO"), a related party, and four of the trustees are appointed by Saskatchewan's health care unions (CUPE, SUN, SEIU, SGEU, RWDSU and HSAS). SHEPP is a multi-employer defined benefit plan, which came into effect December 31, 2002. (Prior to December 31, 2002, this plan was formerly the SAHO Retirement Plan and governed by the SAHO Board of Directors.)

- Public Service Superannuation Plan, a related party - plan is a defined benefit plan and is the responsibility of the Province of Saskatchewan.

- Public Employees' Pension Plan, a related party - plan is a defined contribution plan and is the responsibility of the Province of Saskatchewan

  The SRHA's financial obligation to the plans is limited to making required payments to match amounts contributed by employees for current services. Pension expense for the year amounted to $19.6 million (2005 - $18.4 million) and is included in benefits in Schedule 1.

Contribution rates are as follows:

- 6.55% (2005 – 6.55%) of pensionable earnings up to the yearly maximum pensionable earnings (CPP), plus

- 8.2% (2005 – 8.2%) of pensionable earnings above the yearly maximum pensionable earnings (CPP).

12. Budget:

Following acceptance by Saskatchewan Health, SRHA approved the 2005-2006 budget plan on January 18, 2006.

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13. Financial instruments:

a) Significant terms and conditions

There are no significant terms and conditions related to financial instruments classified as current assets or current liabilities that may affect the amount, timing and certainty of future cash flows. Significant terms and conditions for the other financial instruments are disclosed separately in these financial statements.

b) Credit risk

SRHA is exposed to credit risk from the potential non-payment of accounts receivable. The majority of SRHA's receivables are from Saskatchewan Health - General Revenue Fund, Saskatchewan Worker's Compensation Board, health insurance companies or other provinces. Therefore, the credit risk is minimal.

c) Fair value

The following methods and assumptions were used to estimate the fair value of each class of financial instrument:

- The carrying amounts of these financial instruments approximate fair value due to their immediate or short-term nature.
    - Accounts receivable
    - Accounts payable
    - Accrued salaries and vacation payable
- For cash and short-term investments, the fair value is disclosed in Schedule 2.
- The fair value of mortgages payable before the repayment required within one year, is $10.1 million (2005 - $11.5 million) and is determined using discounted cash flow analysis based on current incremental borrowing rates for similar borrowing arrangements, net of mortgage subsidies.

d) Operating line of credit

SRHA has a line of credit limit of $4.0 million with an interest charged at prime less 0.5% which is re-negotiated annually. The line of credit is secured by a general security agreement signed by the Authority. Total interest paid on the line of credit in 2006 was $21 thousand (2005 - $20 thousand). This line of credit was approved by the Saskatchewan Minister of Health.

14. Volunteer services:

The operations of the SRHA utilize services of many volunteers. Because of the difficulty in determining the fair market value of these donated services, the value of these donated services is not recognized in the financial statements.

15. Community trust funds:

During the year, community trust funds generated investment income of $8 thousand.

Schedule 1

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Expenses by Object
(in thousands of dollars)

Year ended March 31, 2006, with comparative figures for 2005

	Budget 2006	2006	2005
Operating:			
Board costs	$ 134	$ 134	$ 115
Compensation - benefits	60,973	62,712	55,924
Compensation – salaries	315,556	332,928	298,766
Diagnostic imaging supplies	2,230	2,287	2,102
Drugs	18,038	17,442	15,964
Food	6,526	6,087	6,021
Grants to ambulance services	4,920	5,217	4,903
Grants to third parties	65,672	68,944	64,110
Housekeeping and laundry supplies	3,667	4,015	4,149
Information technology contracts	930	1,271	1,475
Insurance	1,433	1,308	1,342
Interest	117	50	21
Laboratory supplies	6,210	5,570	5,622
Medical and surgical supplies	28,631	27,716	26,111
Medical remuneration and benefits	39,770	39,904	36,769
Office supplies and other office costs	2,471	2,660	2,390
Other	2,743	3,598	1,830
Other referred out services	3,199	3,362	3,350
Professional fees	2,422	2,218	2,402
Prosthetics	10,465	11,666	9,791
Purchased services	7,698	8,167	8,065
Rent/lease/purchases	7,417	8,854	8,581
Repairs and maintenance	4,578	4,421	4,038
Service contracts	5,087	5,011	5,054
Travel expense	4,442	4,456	3,759
Utilities	11,405	11,235	10,730
	616,734	641,233	583,384
Restricted:			
Amortization		25,440	29,489
Other		1,920	1,340
		27,360	30,829
		$ 668,593	$ 614,213

Schedule 2

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Cash and Short-Term Investments

(in thousands of dollars)

Year ended March 31, 2006

		Amount	Maturity	Effective Rate
Restricted cash and short-term investments*:				
Royal Bank of Canada - chequing	$	6,617		
CIBC Wood Gundy – Province of Ontario		176	02-Jun-07	4.09%
CIBC Wood Gundy – Province of Ontario		182	02-Jun-08	4.35%
CIBC Wood Gundy – Province of Saskatchewan		190	02-Jun-08	4.35%
BMO Nesbitt Burns - Government of Canada		39	01-Jun-09	5.50%
BMO Nesbitt Burns - Province of Ontario		30	08-Mar-14	5.00%
BMO Nesbitt Burns - Province of Ontario		30	02-Jun-20	4.85%
BMO Nesbitt Burns – Cash		3		
Total restricted cash and short-term investments	$	7,267		
Unrestricted cash and short-term investments:				
Cash on hand	$	61		
Chequing and savings:				
Royal Bank of Canada, Saskatoon		9,833		
CIBC, Humboldt		5,601		
Advantage Credit Union, Watson		2,293		
CIBC, Rosthern		1,199		
Concentra Financial, Saskatoon		972		
Royal Bank of Canada, Watrous		131		
Affinity Credit Union, Strasbourg		123		
Royal Bank of Canada, Lanigan		97		
Royal Mutual Funds, Watrous		92		
Conexus Credit Union, Lanigan		71		
Nokomis Savings & Credit Union, Nokomis		52		
Conexus Credit Union, Nokomis		21		
Cornerstone Credit Union, Wynyard		6		
		20,552		
Money Market		7,951		
Equity, share, dividends:				
Co-op equity		22		
Credit Union equity		7		
Greystone, Saskatoon - Mutual Funds		1,435		
		1,464		
Term deposits:				
Conexus Credit Union, Strasbourg		32	30-Jun-06	1.65%
Nokomis Savings & Credit Union, Nokomis		11	07-Apr-06	0.75%
Nokomis Savings & Credit Union, Nokomis		5	16-Apr-06	0.75%
		48		

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* Restricted Investments consist of:

- Community generated funds transferred to the SRHA and held in the Community Trust Fund (Schedule 3); and
- Replacement reserves maintained under mortgage agreements with Canada Mortgage and Housing Corporation ("CMHC") and Saskatchewan Housing Corporation (an agency of the Department of Community Resources and Employment) ("SHC") held in the Capital Fund (Schedule 4).

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Cash and Short-Term Investments
(in thousands of dollars)

Year ended March 31, 2006

		Amount	Maturity	Effective Rate
Other short-term investments:				
BMO Nesbitt Burns – Province of British Columbia	$	10	23-Feb-08	7.92%
BMO Nesbitt Burns – Bank of Montreal Step-Up 2013		175	07-Apr-06	4.00%
BMO Nesbitt Burns – BC Municipal Finance Authority		43	01-Jun-09	5.25%
BMO Nesbitt Burns – Canada Housing Trust		16	15-Sep-07	5.10%
BMO Nesbitt Burns – Canada Housing Trust		26	15-Mar-10	3.75%
BMO Nesbitt Burns – George Weston		27	24-Oct-11	6.45%
BMO Nesbitt Burns – Government of Canada		23	01-Jun-09	5.50%
BMO Nesbitt Burns – Government of Canada		16	01-Jun-09	5.50%
BMO Nesbitt Burns – Government of Canada		13	01-Jun-14	5.00%
BMO Nesbitt Burns – Hydro One Inc.		30	05-May-07	4.45%
BMO Nesbitt Burns – Province of Manitoba		103	20-May-06	4.00%
BMO Nesbitt Burns – RBC Capital Trust Series 2015		34	31-Dec-15	4.87%
CIBC – GIC Investment		200	19-Sep-08	2.05%
CIBC Wood Gundy – Province of Ontario		176	02-Jun-06	3.70%
HSBC Bank Canada – Bankers Acceptance		519	12-Jun-06	3.82%
HSBC Bank Canada – Bankers Acceptance		544	12-Jun-06	3.82%
HSBC Bank Canada – Term Deposit		1,000	29-Jun-06	3.95%
HSBC Bank Canada – Term Deposit		1,000	29-Jun-06	3.95%
HSBC Bank Canada – Term Deposit		1,000	29-Jun-06	3.95%
RBC – The Prince-Linked Cashable GIC		104	19-Sep-08	2.05%
Scotia McLeod – Government of Canada		39	01-Jun-12	5.25%
Scotia McLeod – HSBC Bank Canada Annual Interest GIC		100	22-Feb-11	4.30%
Scotia McLeod – Saskatchewan Savings Bond #11		107	15-Jul-07	3.25%
Scotia McLeod – Saskatchewan Savings Bond #14		100	15-Jul-10	2.50%
Scotia McLeod – Cash – Guaranteed Investment Certificate		4,014		
		9,419		
Total unrestricted cash and short-term investments	$	39,434		
Total restricted and unrestricted cash and short-term investments	$	46,701		

The market value of the cash and short-term investments at March 31, 2006 is $46.9 million.

Schedule 3

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Externally Restricted Funds
(in thousands of dollars)

Year ended March 31, 2006

Community Trust Fund Equity

Trust name	Balance beginning of year	Investment income	Donations	Expenses	Transfers	Balance end of year
Rosthern Home Care Trust	$ 61	$ 2	$ –	$ –	$ –	$ 63
Central Parkland Lodge	31	1	–	–	–	32
Last Mountain Pioneer Home	19	1	–	–	–	20
Nokomis Health Centre – clinic	9	–	–	–	–	9
Nokomis Health Centre – physician	39	1	–	–	–	40
Lanigan Hospital – general	15	1	–	–	–	16
Lanigan Hospital – link	16	1	–	–	–	17
Living Sky Home Care Trust	15	1	–	–	–	16
	$ 205	$ 8	$ –	$ –	$ –	$ 213

Schedule 4

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Internally Restricted Fund Balances
(in thousands of dollars)

Year ended March 31, 2006, with comparative figures for 2005

	Balance, beginning of year	Investment income allocated	Transfer from Unrestricted Fund Annual Allocation	Transfer to Unrestricted Fund Expenses	Transfer to Investment in Capital Asset Fund Balance	Balance, end of year
Central Parkland Lodge	$ 94	$ 4	$ –	$ –	$ –	$ 98
Manitou Lodge	91	3	–	–	(1)	93
St. Mary's Villa	60	3	14	–	–	77
Cudworth Nursing Home	22	1	6	–	–	29
Quill Plains Centennial Lodge	68	3	8	–	–	79
Pleasant View Care Home	52	2	8	–	–	62
Total	$ 387	$ 16	$ 36	$ –	$ (1)	$ 438

SRHA is required to maintain certain replacement reserves as a condition of receiving subsidy assistance from Saskatchewan Housing Corporation.

The above schedule shows the changes in these reserve balances during the year.

Schedule 5

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Board Remuneration, Benefits and Allowances

Year ended March 31, 2006, with comparative figures for 2005

Board members	Retainer and per diems	Benefits[1]	Travel and other expenses	Total 2006	Retainer and per diems	Benefits and expenses	Total 2005
Chairperson:							
Bundon, Robert	$ –	$ –	$ –	$ –	$ 16,215	$ 10,716	$ 26,931
Eberle, Darlene	24,548	7,606	9,973	42,127	10,182	6,709	16,891
	24,548	7,606	9,973	42,127	26,397	17,425	43,822
Board Members:							
Ahenakew, Audrey	4,288	230	403	4,921	3,350	316	3,666
Beatty, Bonita	–	–	–	–	200	60	260
Block, Kelly	8,475	2,491	6,036	17,002	9,200	7,382	16,582
Braun, Eric	5,969	309	200	6,478	7,050	484	7,534
Eberle, Darlene	–	–	–	–	4,613	6,059	10,672
Finnie, Douglas	5,850	322	608	6,780	625	37	662
Gammel, Marjory	3,063	238	458	3,759	5,875	947	6,822
Larocque, Archie	5,100	254	416	5,770	988	99	1,087
Raycroft, Karen	6,725	3,521	7,451	17,697	7,075	11,950	19,025
Sproule, Cathy	2,750	140	447	3,337	400	25	425
Teichrob, Carol	6,725	150	691	7,566	6,006	635	6,641
Thomson, Keith	4,675	195	349	5,219	6,038	509	6,547
Tokarski, Steven	3,000	2,877	3,335	9,212	2,038	1,330	3,368
	56,620	10,727	20,394	87,741	53,458	29,833	83,291
Total	$ 81,168	$ 18,333	$ 30,367	$ 129,868	$ 79,855	$ 47,258	$ 127,113

(1) Benefits includes employer CPP and all travel time.

SASKATOON REGIONAL HEALTH AUTHORITY

Schedule of Senior Management Salaries, Benefits, Allowances and Severance

Year ended March 31, 2006, with comparative figures for 2005

	Salaries[1]	Benefits and allowances[2]	Total 2006	Salaries benefits and allowances	Severance	Total 2005
CEO						
Maura Davies, CEO	$ 183,768	$ 6,000	$ 189,768	$ –	$ –	$ –
James Fergusson, Former CEO	–	–	–	150,858	76,188	227,046
Brenda Fitzgerald, CEO, St. Paul's Hospital [4]	158,170	4,800	162,970	155,394	–	155,394
Jean Morrison, Interim CEO	52,292	1,500	53,792	182,274	–	182,274
Senior positions:						
Susan Bazylewski, Vice-President Hospital Service	136,839	6,000	142,839	141,540	–	141,540
Sandra Blevins, Vice-President Clinical and Operations Support	131,805	6,000	137,805	136,520	–	136,520
Kelvin Fisher, Vice-President Rural Health	126,533	–	126,533	125,426	–	125,426
Shan Landry, Vice-President Primary Health	136,874	6,000	142,874	141,540	–	141,540
Donna Larson, Vice-President Corporate Support	126,533	6,000	132,533	127,626	–	127,626
Barry Maber, Senior Medical Manager	202,776	4,800	207,576	205,600	–	205,600
Brian Morgan, Senior Vice-President Human Resources and Support Services	158,166	6,000	164,166	162,624	–	162,624
Jean Morrison, Senior Vice-President Nursing and Health Services	118,170	4,500	122,670	21,473	–	21,473
Cordell Neudorf, Chief Medical Health Officer	206,201	3,600	209,801	201,997	–	201,997
Deborah Rhodes, Chief Financial Officer	131,805	6,000	137,805	121,307	–	121,307
Total	$ 1,869,932	$ 61,200	$ 1,931,132	$ 1,874,179	$ 76,188	$ 1,950,367

(1) Salaries include regular base pay, lump sum payments, honouraria, and any other direct cash remuneration including sick leave and vacation.

(2) Benefits and allowances include the employee's taxable allowances.

(3) Schedule does not include a consulting agreement signed with the former CEO for the period June 1, 2004 to May 31, 2005. During the fiscal year ended March 31, 2006, $26,750 (2005 - $158,700) was paid with respect to this contract.

(4) This position is an employee of St. Paul's Hospital. St. Paul's Hospital is responsible for a number of care groups on behalf of the Saskatoon Regional Health Authority.

GOVERNANCE AND TRANSPARENCY

THE SASKATOON REGIONAL HEALTH AUTHORITY

Saskatoon Health Region is governed by the 12-member appointed Saskatoon Regional Health Authority, which is accountable to the Minister of Health. At the end of 2005-2006, the Saskatoon Regional Health Authority members were:

Darlene Eberle, Chairperson
Carol Teichrob, Vice Chairperson
Audrey Ahenakew
Kelly Block
Eric Braun
Doug Finnie
Marjory Gammel
Archie LaRocque
Karen Raycroft
Cathy Sproule
Steven Tokarski
Keith Thomson

The Authority sets the overall direction for the organization and in November 2005 began the process to develop a strategic plan for Saskatoon Health Region. A Strategic Planning Steering Committee was established, including four members of the Authority, and the first meeting was held on January 18, 2006. Efforts in the development of the strategic plan have been intensive, including numerous meetings with partners, stakeholders and members of the public to gather input into the themes upon which the strategic plan will be based. This work will continue into 2006-2007, with the expectation for formal approval of the plan by September 2006.

The Authority was at a full complement of 12 members for 2005-2006, with Order-in-Council June 21, 2005 confirming the appointments of all members noted above for a term not exceeding July 24, 2008. Subsequently, Order-in-Council March 28, 2006 accepted the resignation of Cathy Sproule and announced the appointment of Paul Meinema for a term not exceeding July 24, 2008.

For information on the Authority members, visit the Saskatoon Health Region web site: www.saskatoonhealthregion.ca

Following her appointment by the Authority early in the 2004-2005 year, Jean Morrison continued to serve as Interim Chief Executive Officer into the first months of the 2005-2006 year, from April to mid-June 2005. At that time, as a result of the Authority's national executive search for a new Chief Executive Officer, the Authority appointed Maura Davies as President and CEO of the Saskatoon Health Region effective June 13, 2005.

The operation of the Saskatoon Regional Health Authority was supported by four Authority Committees during 2005-2006: the Executive Committee, the Audit Committee, the Policy and Governance Committee, and the CEO Evaluation Committee. Each Committee included three or more members of the Authority and had terms of reference defined in Authority policy.

The 2005-2006 attendance of members at Authority and Committee meetings is reported in the following table.

Members	Meeting Attendance
Darlene Eberle	19 of 20
Carol Teichrob	19 of 20
Audrey Ahenakew	17 of 20
Kelly Block	19 of 20
Eric Braun	20 of 20
Marjory Gammel	19 of 20
Karen Raycroft	19 of 20
Keith Thomson	18 of 20
Doug Finnie	17 of 20
Cathy Sproule	16 of 18
Archie LaRocque	16 of 20
Steven Tokarski	15 of 20

Executive Committee		**Partnership Committee**	
Addresses emerging SRHA matters during the intervals between regular meetings		Provides oversight for the two organization's shared operational responsibilities	
Members	**Attendance**	**Members**	**Attendance**
Darlene Eberle	2 of 2	Darlene Eberle	4 of 4
Carol Teichrob	2 of 2	Kelly Block	4 of 4
Kelly Block	2 of 2	Keith Thomson	3 of 4
Eric Braun	2 of 2	Eric Braun	4 of 4
Keith Thomson	0 of 2	Carol Teichrob	4 of 4

Audit Committee		**Policy and Governance Committee**	
Oversees financial reporting process, business risk process and adequacy of internal controls, relationships with external and internal auditors, and compliance issues. Ensures management has effective systems of control. Facilitates the audit function.		Leads annual review of Authority policies and bylaws. Identifies need for new policies. Monitors and reviews Authority performance and conducts formal Authority self-evaluation. Facilitates the education and professional development of the Authority and its members.	
Members	**Attendance**	**Members**	**Attendance**
Keith Thomson	3 of 3	Eric Braun	5 of 5
Audrey Ahenakew	2 of 3	Karen Raycroft	5 of 5
Carol Teichrob	2 of 3	Marjory Gammel	5 of 5
Archie LaRocque	2 of 3	Cathy Sproule	3 of 5

CEO Evaluation Committee	
Assists the Authority in evaluating the performance of the President and Chief Executive Officer.	
Members	**Attendance**
Kelly Block	5 of 5
Carol Teichrob	5 of 5
Doug Finnie	5 of 5
Steven Tokarski	4 of 5

RELATIONSHIPS AND PARTNERSHIPS

Establishing, maintaining and enhancing relationships are central to the work of the Authority. In 2005-2006, the Authority Chairperson participated in seven regular meetings of the Regional Health Authority Chairpersons with the Minister of Health. The Authority also met with stakeholders through the course of the year, including the Minister of Health, the reeves and mayors of Wynyard and Duck Lake and surrounding area, the Regina Qu'Appelle Regional Health Authority, the St. Paul's Hospital Board, and the Board of the Saskatchewan Cancer Agency. A luncheon for all affiliate organizations was also held in the spring of 2005.

In 2005-2006, foundations and other fund-raising groups continued to provide essential support in helping Saskatoon Health Region to sustain and enhance its operations and invest in capital infrastructure improvements. The Health Region benefits from the generous efforts of these entities in both rural and urban communities. A quarterly Joint Foundation Forum was established, including the Chairpersons and Chief Executive Officers of the Authority and St. Paul's Hospital Board and the Chairpersons and Executive Directors of the three Saskatoon acute care foundations and the Children's Health and Hospital Foundation. Work has been initiated related to common policies and joint funding efforts.

In June 2005, the Authority signed a revised Affiliation Agreement with the University of Saskatchewan, reflecting the working relationship between the two organizations.

In September 2005, the Saskatoon Regional Health Authority and St. Paul's Hospital Board signed a 10-year Partnership Agreement, renewing this important relationship. The Authority's Executive Committee members continued to work with the St. Paul's Hospital Board Executive Committee through the joint Partnership Committee to provide oversight for the Health Region and St. Paul's special partnership agreement.

In November 2005, the Authority signed a formal Partnership Agreement with the Community Health Services (Saskatoon) Association Ltd/Saskatoon Community Clinic. This agreement formally recognizes the shared principles, goals and directions of both organizations in the delivery of health services.

ACCESSIBILITY, ACCOUNTABILITY AND TRANSPARENCY

The Authority remains committed to ensuring it has a presence throughout the Health Region. Accordingly, two regular Authority meetings were held outside of Saskatoon in 2005-2006: Wynyard in May of 2005 and Duck Lake in October of 2005.

Saskatoon Regional Health Authority is responsible for maintaining and enhancing public confidence in the health care system and in Saskatoon Health Region. This is achieved through a variety of means ranging from regular public meetings of the Authority and the daily interactions that staff, physicians and volunteers have with patients, clients and residents to responding to news media inquiries and distribution of information through communications vehicles such as our Report to the Community. In November of 2005, the

Health Region released its **2005 Report to the Community** – a 20-page publication that was distributed across the Health Region.

Accomplishments of the organization such as reducing surgical and diagnostic waiting times and lists and ending the year in a financial operating surplus contribute to public confidence in the health care system and in the Health Region.

Examples of other initiatives that have been undertaken to maintain and enhance public confidence include a patient experience survey conducted by the Health Quality Council indicating that 94% of patients rated the overall quality of care they received as good or better, the recruitment of health care providers including a new pediatric surgeon, creation of staff task teams to identify and address ways to improve quality workplaces, and ongoing planning related to an influenza pandemic, Humboldt health services redevelopment project, mental health inpatient services, Oliver Lodge expansion, and Project Hope.

During 2005-2006, the Saskatoon Regional Health Authority continued to take actions that support public transparency of its operations, including: advertising Authority meetings in community newspapers; issuing media advisories on Authority meetings and agendas; posting on a web site the Authority meeting dates, minutes and information on Authority members; holding regular business meetings in public; reporting on Authority activities in the Health Region's internal and external newsletters; issuing press releases for key announcements; and being responsive to media requests for information that are directed to informing the public.

As part of a continuing process of enhancing accountability reporting, during 2005-2006 the Saskatoon Regional Health Authority began to receive quarterly reports based on a governance and executive level performance scorecard for the Health Region. This reporting was aligned with the provincial quarterly performance dashboard reports on all Regional Health Authorities.

The Authority also contributed to a review on budgeting and reporting processes involving the Health Region and Saskatchewan Health, which led to a number of recommendations related to responsibilities of the Authority and its Audit Committee.

Following the report resulting from the December 2004 accreditation survey by the Canadian Council on Health Services Accreditation, the Authority considered subsequent reports on required follow-up, including interim reports in July 2005 and final reports in January 2006.

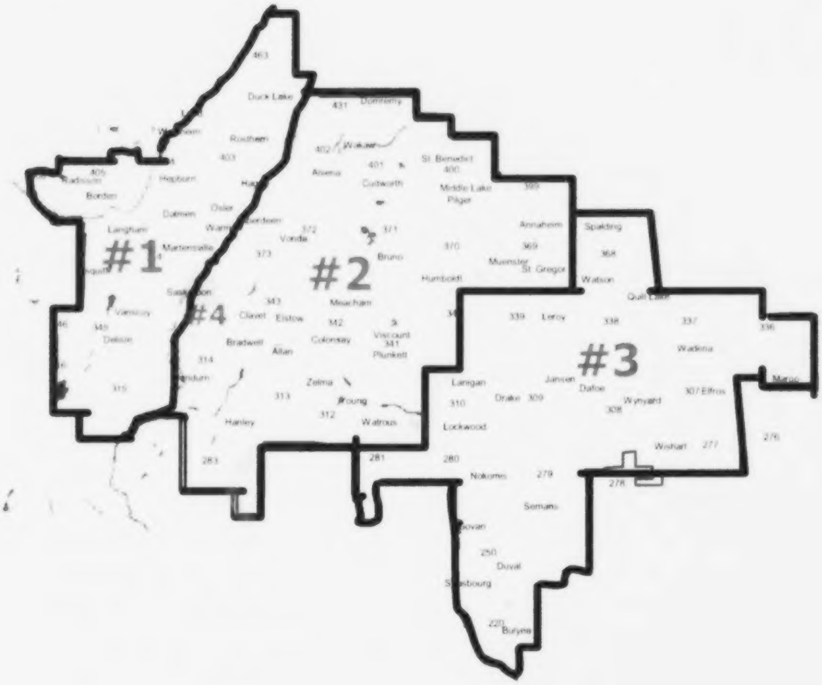
Throughout 2005-2006, the Authority continued its consideration of the detailed recommendations in the 2004 Health Status Report, endorsing the directions and follow-up to address key health issues of the population of the Health Region.

COMMUNITY ADVISORY NETWORKS

In 2001, the Government of Saskatchewan's **Action Plan for Saskatchewan Health Care** called for the formation of Community Advisory Networks in regional health authorities throughout the province. In 2002, the passing of ***The Regional Health Services Act*** brought 12 health regions into existence and mandated them to establish Community Advisory Networks to advise on planning for the provision of health services.

The Saskatoon Regional Health Authority appointed interested members of the public to form four Community Advisory Networks, organized geographically – three encompassing rural areas and the fourth being the City of Saskatoon, as indicated in the following map.

The Saskatoon Regional Health Authority met with the four Community Advisory Networks in June 2005 and subsequently engaged Network members in the strategic planning work undertaken in the latter part of the year. General information related to the Health Region is distributed to the members of the Community Advisory Networks on a quarterly basis.


#1
#2
#3
#4
463
Duck Lake
431
Domremy
Rosthern
403
402
Wakaw
405
Radisson
Borden
Hepburn
Aberdeen
Osler
Dalmeny
Langham
Martensville
Warman
Vonda
372
373
Alvena
401
Cudworth
St. Benedict
400
Middle Lake
Pilger
399
371
Bruno
370
Humboldt
Annaheim
369
Muenster
St. Gregor
Spalding
368
Watson
Quill Lake
Saskatoon
Vanscoy
345
Delisle
315
Clavet
Elstow
343
Meacham
342
Colonsay
Viscount
341
Plunkett
Bradwell
Allan
314
Dundurn
Zelma
313
Young
312
Watrous
Hanley
283
281
339
Leroy
338
337
336
Wadena
Lanigan
Jansen
Dafoe
Drake
309
310
308
Wynyard
307 Elfros
Margo
Lockwood
280
Wishart
277
276
Nokomis
279
278
Semans
Govan
250
Duval
Strasbourg
220
Bulyea

SASKATOON HEALTH REGION NEWS RELEASES DURING 2005-2006

Saskatoon Health Region issued 68 news releases in 2005-2006, which generated 272 media reports or about 35% of all Health Region-related stories reported by the media. The previous year, the Health Region issued 62 news releases, which generated 185 media reports or about 25% of all Health Region-related stories reported by the media. Overall, Corporate and Public Affairs responded to 528 inquiries from the media during 2005-2006, compared to 425 in 2004-2005. Staff and physicians and/or services were quoted or mentioned in 763 stories published or broadcast by media outlets throughout the Health Region.

March 21	The Health Show Presents a Special Edition on Preparing for the next Flu Pandemic
March 16	Donation to Improve Quality of Life for Long-term Care Residents
March 14	Agenda Items for Saskatoon Regional Health Authority regular public meeting, Wednesday, March 15
March 10	New breast health centre home to state-the-art equipment
March 10	"Get Caught" Making Healthy Food Choices
March 7	Saskatoon Health Region awards $101,424 to 11 community groups
February 21	Agenda Items for Saskatoon Regional Health Authority regular public meeting, Wednesday, February 22
February 10	New Project Hope Youth Stabilization Spaces Opening (Government of Saskatchewan)
February 7	SGI Provides Funding to Sleeping Disorders Clinic (SGI news release)
January 18	Health Authority Approves Balanced Budget Plan
January 17	Agenda Items for Saskatoon Regional Health Authority regular public meeting, Wednesday, January 18
January 5	Boil Water Advisory Issued for the Town of Aberdeen
January 4	New Food Labelling Mandatory for Most Pre-packaged Foods
January 3	Health Region Finds Increased Support for City Smoking Ban
December 23	The Health Show Returns With 5th Season
December 21	How to Use the Emergency Department
December 15	Agenda Items for December 15 Saskatoon Regional Health Authority Meeting
December 15	CT Scanner Opens in Saskatoon (released by Saskatchewan Health)
December 15	Visioning Humboldt's Health Sciences Project
December 12	Health Care Employee Survey Results Used to Improve Workplaces and Patient Care
December 1	World AIDS Day -- Health Region Sees Increase in HIV/AIDS Cases Reported
November 30	COPD Satellite Opens in Saskatoon
November 17	Health Region Releases *2005 Report to the Community*
November 15	Regional Health Authority November 16 Public Meeting Agenda
November 12	Royal University Hospital Celebrates 50 Years -- Spirit Awards Announced

November 9	Physicians, Nurses, Other Health Care Professionals and Managers Explore Ways to Enhance Future Hospital Services in Saskatoon
November 3	Siemens Emergency Room Consultant Area official opening in Saskatoon
November 1	New Website and Group Sessions Promote Improved Mental Health and Well-Being
October 26	New Service Alignment Project Web Pages Launched
October 18	Saskatoon Regional Health Authority Regular Public Meeting Being Held in Duck Lake, Wednesday, October 19
October 6	SHR Reports Progress on New Hospital Project
October 5	SHR and City of Saskatoon Team Up to Support Walk to School Day
October 4	Beat the Flu Bug : Fall Influenza Immunization Program On Now
October 3	*in motion* Announces Open Houses
September 20	Saskatoon Health Region / St. Paul's Hospital Renew Agreement
September 19	Saskatoon Regional Health Authority September 20 Agenda
September 12	Saskatoon Business Community Continues to Make Bedside Directory Possible
August 26	Two Probable Human Cases of West Nile Virus in the Saskatoon Health Region
August 18	Risk of West Nile Virus Continues to Increase
August 12	West Nile Virus Detected in Saskatoon Mosquitoes
August 4	New Alcohol and Drug Services for Saskatoon
July 28	West Nile Virus at Peak Risk
July 11	New Health Region President and CEO Tours Rural Health Facilities
June 28	Saskatoon Health Region Scores Well in Patient Survey and Report
June 27	New Pediatric Surgeon for Health Region
June 23	Take Precautions: Mosquitoes that Carry West Nile Virus Found in Health Region
June 23	Design of Saskatoon's New West Side Primary Health Centre Unveiled
June 21	Health Region Urges Residents to Take Precautions When Dealing with Flood Water
June 17	MRI wait list decreases by 45%
June 15	Saskatoon Health Region Pays Tribute to Staff and Physicians for Years of Service
June 14	Investment in Surgical Services Pays Off
June 13	Agenda items for Saskatoon Regional Health Authority Public Meeting June 14
June 13	New President and CEO Starts Today
June 10	Saskatoon Ranks Well in Annual Review of the Health of Canadians and of Our Health Care System
May 20	The Health Show Celebrates 50th Show Anniversary
May 18	Saskatoon Regional Health Authority Regular Public Meeting being Held in Wynyard, Wednesday, May 18
May 13	Royal University Hospital Celebrates 50 Years
May 12	Health Care Employees Views Sought In Province-wide Survey

April 24	National Immunization Awareness Week April 24-30
April 20	Agenda Items for Saskatoon Regional Health Authority Public Meeting – April 20, 2005
April 19	National Bestseller Author Speaks About Canada's Health System on The Health Show
April 18	Kick Off for Organ Donor and Tissue Awareness Week
April 15	New CEO Appointed for Health Region
April 11	Saskatoon Health Region Honors Volunteers
April 6	St. Paul's Hospital and Nutana Collegiate Partner to Create Unique Area for Children
April 5	St. Paul's Hospital Celebrates 15 Years of Palliative Care
April 5	Hospital Bed Access Easier for Patients and Physicians
April 4	Plan For Your Health Care -- Advanced Care Directives

PAYEE DISCLOSURE LIST

As part of government's commitment to accountability and transparency, the Department of Health and Regional Health Authorities disclose payments of $50,000 or greater made to individuals and organizations during the fiscal year. These payments include salaries, contracts, transfers, supply and service purchases, and other expenditures.

Saskatoon Health Region's 2005-2006 Payee Disclosure List can be accessed at http://www.health.gov.sk.ca/ph_rha_reporting.html. Copies of the Payee Disclosure List may also be obtained by contacting the Saskatoon Regional Health Authority office at (306) 655-3330.

Payees are listed in four categories with information provided as follows:

Category	*Information to be included*
Personal services	Disclose the name and amount paid to individuals who received salaries, wages, bonuses, honoraria and compensation for personal service. This category includes unionized and non-unionized employees, senior management (that are also included in Schedule 5 of the Audited Financial Statements), and contracts where an 'employee/employer relationship' is established. The amount paid includes the following: **Salaries:** regular base pay, overtime, lump sum payments, honoraria/retainers/per diems, severance pay, non-taxable career assistance, education leave allowance, taxable employee education expenses, car allowances, and any other direct cash remuneration including sick leave, short-term disability, vacation, and differentials. **Contracts:** the total amount paid (over the threshold) if an 'employee/employer' relationship exits. If the relationship does not exist and the payment is over the minimum threshold, report the amount as a 'Supplier Payment'.
Transfers	Disclose the payee's name and amount paid for each payee receiving payments for: program grants, funding, foundations, donations, sponsorships and Health Care Organizations, over the minimum threshold. Do not disclose details for programs of a confidential and personal nature (e.g., individualized funding for home care lists the program name with a total of payments greater than $50,000, not the total for the program). Transfers amounts for each Affiliate equal the total grant (or funding) less the amount recorded in the previous section for personal services for that affiliate.
Supplier payments	Disclose payee's name and amount paid for the provision of goods and/or services to the RHA. Also, include contracts over the minimum threshold of contracts where an 'employer/employee' relationship does not exist.

PERSONAL SERVICES PAYEE DISCLOSURE LIST

Payee		Amount Paid ($)
Aadland	Michael	57,609
Abdilnour	Penny	62,307
Abtosway	Lana	57,200
Achtemichuk	Rose	63,635
Adair	Allison	64,486
Adams	Derle	75,852
Adams	Marliss C	71,586
Adhanom	Ghenet	54,731
Agnew	Betty Lou	66,034
Albert	Linda	79,353
Albus	Warren	66,987
Alford	Tracey	64,044
Almquist	Inger	55,373
Amoa Ampah	Jane	56,615
Amy	Eunice	52,563
Anderson	Carol	52,148
Anderson	Corinne	78,674
Anderson	Deborah	55,605
Anderson	Elaine	68,995
Anderson	Jan	59,411
Anderson	Leeanna	71,152
Anderson	Troy	75,011
Andreen	Wanda	51,519
Andrews	Cynthia	61,702
Angelstad	Brenda	69,747
Apolonia	Shelley	55,663
Arcand	Leanne	59,971
Archer	Tim	102,610
Ardell	Mary Ann	67,537
Armbruster	Candace	57,973
Armbruster	Trevor	70,162
Arnold	Chris	69,625
Arnold	Janice	69,157
Arthur	Maureen	67,611
Ashford	Derek	55,589
Ashworth	Barbara	60,357
Aspinall	Leticia	53,913
Ayalew	Iris	60,888
Babcock	Melissa	55,662
Bailey	Jill	51,435
Baker	Kathleen	63,022
Bakos	Brian	58,982
Baliski	Ryan	61,829
Ballandine	Patricia	54,201
Banton	Susan	60,775
Barboluk	Peter	67,629
Barilla	Marylee	69,603

Payee		Amount Paid($)
Aaron	Traci	51,160
Abele	Barbara	93,888
Achilles	Sheila	94,206
Acton	Bryan	84,021
Adair	Mary	63,298
Adams	Joy	84,578
Adamson	Cheryl	55,485
Afseth	Barbara	50,622
Akister	Terrence	74,806
Alberts	Lorrie	55,291
Aldred	Kathleen	60,332
Allen	Cameron	83,898
Ambrose	Jeanette	76,746
Amy	Eileen	64,948
Anderson	Blanche	63,787
Anderson	Cindy	57,792
Anderson	Darcie	53,320
Anderson	Denise	57,725
Anderson	Helen	65,305
Anderson	Joanne	55,939
Anderson	Pam	59,378
Andrade	Celine	70,702
Andres	Helen	65,518
Andrews	Jean	66,357
Anweiler	Janice	57,438
Appl	Ruth Anne	73,622
Archer	Judy	102,367
Archibald	Doug	72,605
Arendt	Laurel	56,095
Armbruster	Patti	62,271
Armstrong	Edith	61,353
Arnold	Donna	59,242
Arnott	Janet	61,048
Aschim	Dawn	61,303
Ashley	Vivian	58,933
Asmundson	Barbara	63,049
Audet	Suzanne	71,997
Ayers	Craig	83,899
Babcock	Sharon	71,606
Bailey	Marilee	57,421
Baker	Thomas	56,518
Balezantis	Ron	85,924
Balitski	Barry	58,279
Bamford	Kelly	58,905
Barber	Cassandra	60,764
Barilla	Julie	54,929
Barker	Bryan W	78,336

Payee		Amount Paid ($)	Payee		Amount Paid($)
Barker	Shirley	55,535	Barkman	Patricia	74,420
Barlow	Marilyn	90,069	Barnes	Janet	56,756
Baron	Orest	66,161	Barrett	Vanessa	53,027
Barry	Heidi	53,579	Barss	Barry	64,058
Bartel	Darlene	74,791	Bartlett	Patricia	54,837
Bartram	John	64,398	Bartsch	Heidi	60,753
Bartsch	Jenny	89,347	Bartsch	Laurie	53,584
Barut	Teresita	67,630	Baryluk	Lorrie	77,180
Bassingthwaite	Karen	59,576	Bates	Jesusa	64,422
Bautz	Leanne	62,884	Bayne	Dolores	63,134
Bazylewski	Susan	142,839	Beach	Laura	60,189
Bearss	Mark	64,107	Beaton	Annamarie	64,928
Beatty	Edna	59,566	Beauchamp	Laurie	59,884
Beaudin	Gary	65,943	Beaudoin	Jeanne	61,068
Beaudry	Yvonne	56,566	Beaulieu	Giselle	70,510
Beavis	Bonnie	55,921	Beck	Adam	68,407
Beeton	Sheila	63,718	Begg	Dana	55,900
Beisel	Maureen	82,662	Beliveau	Susan	59,727
Belke	Brad	57,116	Bell	Betty	62,256
Bell	Kathy	73,505	Bell	Larry	54,710
Bell	Ruthanne	90,927	Belton	Gerald	64,107
Bendig	Shirley	62,896	Benmerrouche	Melanie	64,107
Bennett	Elaine	55,096	Bennett	Helen	68,410
Benoit	Janine	75,276	Benseman	Patricia	68,629
Beres	Julie	50,984	Bergen	Annette	62,833
Bergen	Rachel	55,574	Bergen	Tracy	57,629
Berger	Janice	73,063	Bergerman	Johanna E	59,937
Berglund	Carmen	57,407	Berlinic	Shelley	55,000
Berndt	Tera	63,536	Bernett	Dale	51,815
Bernhardt	David	106,244	Bernier	Marie	52,244
Berrns	Charmaine	62,933	Berry	Darlene	52,700
Berscheid	Claudia M	73,050	Bertelsen	Hans Jorg	50,243
Bertoia	Frank	74,540	Berzolla	Brian	66,746
Bessette	Joann	55,070	Bessey	Julie	56,438
Bethune	Darrell	61,441	Betker	Francis	50,307
Bieber	Marilyn	64,143	Biehn	Regan	62,459
Bilanski	Sharon	80,535	Bilodeau	Tanys	58,512
Birch	Myrla	72,605	Birdsall	Deanna	63,008
Bishop	Leslie	64,596	Bishop	Stanley	63,671
Black	Krista	69,085	Blackwell	Violet	51,168
Blais	Aleta	65,881	Blake	Ruth	69,517
Blakely	Lynette	54,888	Blakley	Tara	59,930
Blatz	Monique	55,809	Bleakney	Donna	91,919
Blechinger	Craig	55,043	Blender	Amanda	65,644
Blevins	Sandra	137,805	Bley	Lonnie	64,810
Blinston	Daniel	61,756	Block	Gerald	85,752
Block	Grace	54,824	Block	Janice	61,655
Blok	Catherine	68,913	Blondeau	Joseph	152,100
Bloom	Verna	69,959	Blumers	Jody	60,631
Blyth	Charlene	52,771	Boatness	Karen	51,680
Bodenstab	Raschelle	57,090	Bodnar	Bernard	69,952

Payee		Amount Paid ($)
Bodnarchuk	Charlene	63,459
Boechler	Bette	102,079
Boisson	Carla	54,514
Boland	Twyla	60,130
Bollinger	Jonathan	64,656
Booth	Cheryl	72,575
Boschman	Hendrikje	64,631
Boser	Patricia	57,222
Bourassa	Amy	52,061
Bourdon	Kathryn	52,392
Bouthillette	Rhonda	62,492
Bowering	Kurtis	63,376
Boychuk	Kathleen	63,429
Boyer	Joanne	51,202
Boyko	Roger	55,570
Boys	Donna	69,728
Bradley	Earl	62,513
Brand	Tracy	79,985
Brannen	Mary	73,255
Brash	William	62,630
Braun	Patricia	61,575
Bray	Carolyn	65,615
Brayshaw	Kimberley	61,054
Brecelj	Elaine	61,279
Brecknell	Beverly	52,750
Brehon	Brenda	56,074
Brenaut	Cheryl	70,699
Brenner	Lindsay	63,354
Briens	Joan	70,776
Brinkman	Audra	53,637
Bromm	Leanne	54,548
Brooks	Ward	56,826
Brown	Brenda	74,770
Brown	Carol	82,016
Brown	Kathleen	56,239
Brown	Richard	58,436
Bruce	Janice	63,032
Bruce	Patsy	80,727
Brunen	Cheryl	57,104
Bryant	Linda	83,808
Bryngelson	Cheryl	54,468
Bryson Sarauer	Deborah	53,254
Buchinski	Tammy	62,750
Buckle	Sherri	57,748
Bucsis	Louise	62,458
Bue	Kathryn	63,627
Buettner	Adam	54,320
Buhr	Annamaria	69,127
Burghall	Holly	61,996
Burko	Donna	68,217
Burns	Bonnie	62,058

Payee		Amount Paid($)
Bodnaryk	Garry	63,499
Boehme	Angie	56,644
Bolan	Joan	56,653
Bolechowski	Lorraine	71,406
Bonli	Rupal	72,405
Booth	Laurie	74,675
Boschman	Jacquelin	50,415
Boudreault	Lynn	79,306
Bourdages	Wanda	56,943
Bousquet	Catherine	63,750
Bouvier	Ruth	65,011
Bowyer	Shirley	66,891
Boyd	Ranald W	59,799
Boyer	Pennie	55,185
Boyle	Norma	61,668
Bradley	Brenda	76,980
Bradshaw	Joan	61,316
Brandt	Arlene	72,059
Branton	Karen	55,957
Braun	Louise	72,612
Braun	Sandra	67,576
Bray	Scott	55,021
Brazier	Bette	56,658
Brecht	Cheryl	59,629
Breckner	Corrine	72,502
Breidenbach	Karen	62,121
Brennan	Siobhan	56,494
Brewster	Cheryl	73,560
Brink Mooney	Michele	66,773
Brodsky	Rose	68,659
Brooks	Mark	61,616
Brotzel	Marleen	61,926
Brown	Carmen	69,229
Brown	Emerald	73,363
Brown	Kimberly	56,082
Brown	Sandra	55,768
Bruce	Marie	56,917
Brucks	Susan	55,238
Bryant	Coleen	72,813
Bryden	Candice	78,415
Bryson	Alma	61,919
Buchholz	Blair C	75,382
Buchko	Phyllis	52,254
Buckley	Alan	50,688
Budz	Mark	70,841
Buehler	Keith	74,380
Buglas	Michelle	58,151
Burechailo	Dale	82,791
Burke	Carla	51,251
Burnell	Penny	57,908
Burns	Dianna	60,054

Payee		Amount Paid ($)
Burridge	Marilyn	60,771
Burwash	Connie	55,296
Butler	Rodney F	69,209
Calissi	Piera	86,123
Cameron	Brenda	53,074
Campbell	Donna	52,557
Campbell	Nadine	58,527
Cardinal	Louise	72,339
Carey	Lorie	98,192
Carlson	Kim	53,704
Carney	Laura	69,556
Carr	Gladys	54,883
Casey	Jacquelin	61,375
Caulkett	Sean	69,540
Cebuliak	Maxine	64,911
Chabassol	Elizabeth	62,549
Chapman	Ellen	53,915
Charlebois	Cecile	85,120
Chartier	Lori	76,356
Chase	Clifford	291,970
Chatterson	Patricia	66,362
Cherneski	Linda	50,984
Cheveldeoff	Sylvia	52,823
Chipak	Natalie	73,193
Chirpilo	Shelley	111,100
Chlan	Malcolm	72,640
Chometsky	Wilma	63,032
Chorney	Katherine	70,109
Chovin	Leslie	54,972
Christianson	Katherine	68,682
Churchwell	Judy	87,693
Chutskoff	Patricia	54,442
Claassen	Tracy	71,666
Clancy	Warren	51,952
Clarion	Christoph	50,900
Clark	Lisa	58,935
Clark	Vivian	62,355
Clarke	Nadine	58,564
Clay	Dana	55,204
Clement	Vanessa	62,665
Clinton	Andrea	72,080
Clothier	Karen	50,039
Coakwell	Sharon	72,605
Coates	Toni	58,641
Coleman	Tanya	56,984
Condliffe	Kimberly	63,020
Connell	Karen	63,040
Constant	Brian	59,656
Conway	Jane	54,131
Conway	Stephanie	64,885
Cook	Deborah	84,014

Payee		Amount Paid($)
Burton	Annabelle	55,866
Busch	Sharon Ac	64,940
Cadman	Corey	53,259
Calloway	Brenda	55,525
Cameron	Colleen	62,387
Campbell	Kristin	56,664
Cannon	Lloyd	57,640
Carey	Alicia	54,982
Carey	Patricia	74,831
Carlson	Patricia	53,081
Carr	Bonny	72,568
Cartwright	Colleen	67,619
Catton	Linda	62,188
Cavanaugh	Brenda	60,803
Cerkowniak	Gwen	59,628
Chalazan	Wendy	75,358
Chapman	Gail	66,750
Charpentier	Colleen M	64,006
Chartier	Sharon	66,407
Chasse	Bonnie	51,295
Cherepacha	Shari	62,247
Cherwoniak	Marlene	52,319
Childs	Carmel	65,901
Chipperfield	Kathleen	66,605
Chisholm	Kristi	64,861
Chobotuk	Deb	64,200
Chomyn	Janice	80,502
Chorneyko	Patricia	74,954
Chow	Kam	58,872
Chu	Carolyn	60,827
Chute	Amanda	68,659
Chykowski	Warren	61,984
Clancy	Vivian	58,096
Clancy Brown	Darla	60,412
Clark	Bonnie	54,409
Clark	Patricia	63,608
Clarke	Lorna	111,042
Clavel	Maria	61,038
Clayton	Kari	66,370
Clements	Regina	58,865
Closson	Judith	61,753
Coakwell	April	54,004
Coates	Jamie	59,865
Colborne	Katherine	58,981
Colwell	Roselyn	58,091
Conn	Audrey M	70,726
Connor	Brigitte	71,650
Contreras	Anabel	66,092
Conway	Shirley	66,169
Cook	Carol	63,691
Cook	Guy	54,229

Payee		Amount Paid ($)
Cook	Jill	53,853
Coolen	Karyn	67,764
Cooper	Bradley	57,170
Coppens	Donald	63,531
Corbett	Lynn	84,047
Corriveau	Simone	54,639
Cory	Chatelle	59,045
Cotton	Lynne	56,914
Couldwell	Margo	62,853
Couture	Joanne	58,655
Couture	Rita	51,171
Cox	Wayne	50,189
Cram	Kathie	58,085
Cressman	Grace	114,892
Cristiano	Karen	67,633
Cromartie	Jennifer	58,030
Cronk	Sharon	50,600
Crosby	Sarah	59,293
Crossman	Heather	71,241
Croteau	Robert	63,746
Crowe	Alecia	55,187
Cruz	Jerry	56,311
Culham	Michelle	56,152
Cupler	Vadna	69,104
Custer	Barbara	64,767
Cutler	Terry	70,621
Czekaj	Lynell	59,271
Dadiotis	Helen	75,344
Dahl	Wendy	67,126
Daigneault	Patricia	73,855
Dalman	Diane	82,156
Danaher	Erin	63,640
Danielson	Caroline	54,357
Danyluk	Patricia	73,669
Darbellay	Lorraine	56,019
Dash	Dianne	69,687
Davidson	Iris	67,668
Davies	Dawn Wynn	61,159
Davies	Sandra	59,252
Davis	Elouise	59,798
Davisson	Dorothy	62,703
Dawson	Heather	64,037
De Bruin	Pamela	74,544
De Padua	John	58,553
Deck	Alison	70,940
Degagne	Lise	62,061
Deibert	Lisa	76,481
Delainey	Tara	60,232
Dellezay	George	72,643
Demers Ross	Florida	96,966
Denis	Berthe	56,132

Payee		Amount Paid($)
Cook	Nina	58,633
Coombs	Maureen	65,325
Coote	Catherine	66,231
Corbeil	Jeannelle	63,163
Corey	Heather	62,919
Cortus	Monica	56,601
Cote	Colleen	69,218
Couldwell	Colleen	66,879
Courtney	Sharon	62,018
Couture	Monick	57,111
Cowie	Angela	62,077
Coziahr	Gwendolen	56,622
Craswell	Marilyn	66,170
Crippen	Aaron	52,552
Cristo	Nichol	50,627
Crone	Valerie	63,361
Crooks	Jennifer	51,655
Crossland	Amy	56,850
Crossman	Jocelyn	75,198
Crouch	Wendy	71,281
Cruikshank	Bernie	62,530
Cruz	Jun	94,119
Cuming	Lynette	67,312
Currie	Leah	70,328
Cuthand	John	52,942
Cyr	Donna	68,559
D Eon	Jocelyn	53,845
Dagenais	Richard	73,948
Dahlgren	Mark	75,196
Dales	Sandra	54,986
Dalshaug	Sheila	61,775
Dangor	Julie	62,763
Danyliuk	Joanne	61,257
Danylyshen Layco	Tracy	53,317
Darbyshire	Rhonda	68,174
Dash	Earl	50,121
Davies	Daniel S	90,736
Davies	J Maura	189,768
Davis	Darcy	72,647
Davis	Patricia	51,418
Dawson	Christine	61,799
De Bakker	Brenda	64,780
De Jetley	Heather	85,537
Deacon	Maureen	80,066
Decorby	Gail	52,351
Degen	Ruth	79,742
Delainey	Donna	52,764
Delle Curti	Angela	69,694
Delorme	Leanne	64,131
Demong	Nada	61,211
Denis	Melodie	61,506

Payee		Amount Paid ($)	Payee		Amount Paid($)
Denys	Faye	62,253	Deppe Stewart	Uta	57,164
Deppeler	David	62,027	Deptuch	Lynne	69,545
Derbowka	Debbie	50,991	Derdall	Jackie	62,858
Desjarlais	Cathy	53,555	Desjarlais	Tracy	89,929
Devereux	Karen	77,813	Devries	Rob	51,267
Diacon	Lucille	55,502	Dice	Enid	55,018
Dicks	April	60,886	Diedrich	Leafa	60,517
Diehl	Kerri	51,491	Diemer	Michelle	61,225
Dieno	Erin	60,991	Dietz	Joan	154,274
Digby	Annette	66,780	Digby	Brian W	71,632
Dillman	Cori	55,244	Dillon	Lahoma	59,194
Dimnik	Stanislau	52,222	Diudea	Dana	254,004
Dix	Vanessa	56,925	Djkowich	Dwayne V	82,691
Dmytrowich	Jeffrey	68,474	Dmytryshyn	Carmen	67,738
Dmytryshyn	Sylvia	69,463	Dobko	Tara	55,273
Dobrowolsky	Shelley	72,384	Dodds	Diane	74,705
Dodds	Terry K	57,208	Dodge	Andrea	52,267
Dodson	Margaret	53,778	Doepker	Curtis	71,764
Doepker	Natalie	58,213	Doetzel	Kelly	57,006
Doherty	Ellen	59,661	Dolan Lapointe	Linda	63,917
Dombowsky	Dennis	79,618	Dombrosky	Linda L	53,099
Domoslai	Wanda	61,837	Donald	Brendan	54,962
Dong	Wei Feng	226,902	Donly	Dawn	74,069
Donnan	Shannon	59,992	Donnelly	Edna	64,701
Dorey	Lorelei	60,504	Dornan	Helen	63,712
Dorrance	Leanne	61,775	Dougan	Jeanette	61,293
Dougan	Laurie	206,857	Douglas	Charlotte	71,377
Dow	Brett	64,183	Dow	Cheryl	51,520
Down	Debra	58,119	Down	Lisa	61,051
Downing	Brenda	70,939	Doyle	Frances	69,416
Draude	Donna	64,678	Drever	Emily	56,575
Driedger	Joanne	57,643	Driedger	Kathe	63,712
Driol	Chris	66,892	Drummond	Greg	102,559
Dubois	Serena	64,186	Duchene	Michelle	53,661
Duchscher	Cheryl	64,113	Duczek	Laurel	90,538
Dueck	Shirley	61,612	Dueck	Susan	51,662
Duensing	Maureen	52,978	Duff	Corinne	66,007
Dulos	Joelle M	66,783	Dumas	Denita	59,210
Dumonceaux	Celeste	54,268	Duncan	Jolene	59,030
Dunn Pierce	Tanya	52,545	Dunphy	Bobbi	63,805
Dunville	Deborah	56,817	Dunville	Ian	50,304
Dupont	Paula	50,266	Dupuis	Donna	52,857
Durand	Marie	63,583	Durant	Randy	52,917
Durden	Jean	61,226	Dutchak	Jane	78,610
Dutka	Alicia	63,602	Dutka	Jana	64,717
Dvernichuk	Karen	61,888	Dyck	Brian	62,258
Dyck	Marlene	51,456	Dyck	Mary Lou	57,489
Dykhuizen	Melissa	60,034	Dyna	Debra	60,627
Dyok	Yvonne	60,946	Dyrland	Karen	71,825
Dziadyk	Janet	80,811	Earl	James	66,877
Eaton	Annemarie	60,046	Eccles	Myrna	63,668

Payee		Amount Paid ($)
Ecklund	Elizabeth	67,385
Eftoda	Nyle	59,604
Eikel	Adelle	64,055
Eischen	Lisa	64,585
Elash	Beverly	76,276
Elder	Michele	53,335
Eldstrom	Hilary	56,452
Elgersma	Winnie	71,192
Elias	Suzanne	50,676
Elke	Laura	58,157
Elliott	Anthony	64,405
Elliott	Larry	57,327
Elmgren	Margo	77,739
Empey	Karen	51,933
Engele	Alana	60,469
Engele	Michelle	69,650
English	Ivan	53,242
Enns	Sheila	61,280
Ens	Russell	51,478
Epp	Carol	54,851
Erickson	Coleen	65,454
Erker	Linda	66,677
Espeleta	Solita	62,305
Esson	Tania	66,488
Evans	Barbara	86,127
Evans	Jennifer	66,560
Evans	Nadine	50,437
Ewart	Elaine	51,712
Ewen	Marla	68,882
Ezzat	Wendelin	278,566
Fabian	Veronica	67,328
Fahlgren	Laverne	85,403
Farrell	Darla	62,215
Fast	Kate	71,967
Favreau	Anne	80,109
Federko	Debbie	61,038
Fedorak	Cory	55,685
Fedyk	Brian	55,067
Fehr	Tami	50,435
Felling	Janice	78,379
Fenner	Yvonne	62,580
Ference	Jeffrey	53,661
Ferguson	Maureen	55,623
Fesyk	Karen	65,450
Fichtner	Patricia	50,139
Fiddler	Martin	68,616
Fieber	Marla	59,906
Fillmore	Karen	61,990
Findlay	Andrew	61,074
Fischer	Loretta	72,696
Fisher	Eunice	61,084

Payee		Amount Paid($)
Edwards	Jackie	51,394
Eidsness	Nadine	62,264
Eikel	Melanie	56,499
Eklund	Michelle	54,953
Elchuk	Sylvia	56,633
Elder	Patricia	51,819
Eldstrom	Jo Ann	72,605
Elian	Nancy	57,236
Eliason	Dianne	51,832
Ellingsen	Douglas	59,148
Elliott	Julie	64,029
Ellis	William	73,230
Elve	Carol	55,598
Engel	Eileen	72,394
Engele	Joanne	60,641
Engele Carter	Kari	61,100
Enns	George	77,360
Ens	Jeanette	91,869
Ens	Tammy	51,227
Epp	Rodney	81,160
Erickson	Kirsta	51,143
Erman	Charmaine	57,539
Espeseth	Patricia	75,223
Esson	Wendy	58,115
Evans	Darcia	65,974
Evans	Marie E	74,199
Evashenko	Roxanne	60,604
Ewaskow	Darla	50,028
Ewert	Sandra	66,509
Fabe	Betty	75,013
Fafard	Jo Ann	61,968
Farden	Deb	64,994
Farrell	Margaret	58,613
Faul Smith	Karen	52,065
Federko	Adeline	79,728
Fedirko	Judy	66,748
Fedrau	Curtis	66,272
Fedyk	Donna	65,488
Feldbruegge	William	66,683
Felton	Janice	78,252
Fenske	Sylvia	51,547
Ferguson	Brenda	75,471
Fergusson	Katherine	54,455
Fiala	Jane	58,819
Fiddler	Kerri	52,406
Fiddler	Nancy	53,569
Filipchuk	Charlotte	71,744
Fincaryk	Linda	63,712
Fischer	Elma	78,372
Fischer	Paulette	60,078
Fisher	Kelvin	126,533

Payee		Amount Paid ($)
Fiske	Daniela	51,250
Fitzsimmons	Elaine	67,933
Fjeld	Meghan	54,497
Flach	Ron	50,799
Flaman	Arlene	51,055
Fofonoff	Daniel	78,550
Fontaine	Michelle	55,518
Fontaine	Suzanne	66,422
Forbes	Frances	54,454
Fornwald	Aaron	78,588
Forreiter	Dorothy	62,399
Fortin	Clement	70,095
Foss	Susan	62,002
Foster	Colleen	70,915
Foster	Margaret	53,333
Foulkes	Brenda	53,709
Francis	Brenda	64,982
Frank	Lori	101,510
Franko	Joanne	64,318
Fraser	Brent	66,242
Fraser	Stephen	58,400
Frederiksen	Wendy	70,189
Freilinger	Dianne	56,139
Frerichs	Katie	65,429
Friedt	Jill	61,318
Friesen	Jana	62,090
Friesen	Lori	55,197
Friesen	Shannon	55,822
Friesen	Yvonne	67,802
Froh	Penny	71,766
Fulford	Marilyn	64,103
Gabruch	Sonja	50,442
Galatiuk	Shirley	72,240
Galger	Kathy	64,995
Gallant	Lee	77,789
Gardner	Aaron	62,844
Gaspers	Janice	51,130
Gatzke	Sarah	61,015
Gauthier	Audrey	74,378
Gauthier	Marielle	60,451
Ge	Yamei	117,501
Geddes	Cheryl	66,524
Geiger	Donna	92,213
Gelech	Catherine	51,414
Gentes	Rob	80,169
George	Alex	88,512
Gerein	Dolores	65,620
Gerlinsky	Peggie	59,071
Germain	Penny	83,837
Gerrard	Nikki S	91,436
Gervais	Dwight	62,787

Payee		Amount Paid($)
Fitzgerald	Brenda	162,970
Fitzsimmons	Marlene	64,186
Flach	Debra	69,148
Flahr	Donna	67,807
Fleming	Wendy	64,565
Fong	M Dawn	73,589
Fontaine	Steven	71,091
Fontaine	Vicky	58,191
Forbes	Shelley	52,756
Fornwald	Melody	56,947
Forrest	Tami	54,153
Fortugno	Renee	55,215
Foster	Bev	63,098
Foster	Katherine	55,839
Foth	Bernice	60,533
Fox Reid	Marilyn	60,008
Frank	Lisa	66,373
Frank	Tracy	58,972
Fransoo	Cheryl	62,150
Fraser	Grant	58,514
Frayling	Janet L	78,503
Fredrickson	Barbara	51,609
Freistadt	Wanda	57,920
Frick Rozdilsky	Janlyn	71,093
Friesen	Edna	79,157
Friesen	Linda	68,295
Friesen	Michelle	51,297
Friesen	Valerie	78,913
Froess	Mark	84,870
Fuessel	Connie	66,306
Furber	Rhonda	73,681
Gagnon	Dale	65,057
Galenzoski	Debra	58,968
Gallant	Koreena	57,830
Gantefoer	Amy	66,684
Gartner	Linda	60,809
Gatzke	Karen	56,521
Gaucher	Alice	64,941
Gauthier	David	74,062
Gawluk	Brenda	62,149
Gebhardt	Tammy	50,547
Gegner	Joan	74,708
Geissler	Tim	63,136
Genest	Sharon	68,666
Gentner	Darlene	68,134
Gerbrandt	Shelley	50,122
Gerlach	Valerie	59,460
Germain	Claudette	59,915
German	Robert	56,758
Gerspacher	Kristina	69,826
Gervais	Thaine	69,185

Payee		Amount Paid ($)	Payee		Amount Paid($)
Gerwing	Katherine	71,424	Gibbins	Annette	67,823
Gibson	Bonnie	68,576	Gibson	David	102,294
Gibson	Eileen	63,067	Gibson	Jean	53,747
Gibson	Jillian	56,376	Gibson	Sandy	57,913
Gibson	Terrence	68,639	Gibson	Wendy	63,476
Gieg	Teresa	63,580	Giesbrecht	Delphine	56,627
Giesbrecht	Liesa	54,227	Giesbrecht	Ronald	61,657
Giesbrecht	Vera	57,038	Gifford	Marie	59,419
Gifford	Matthew	72,818	Gilbertson	David	62,536
Gilbertson	Jocelyn	54,926	Gilchrist	Dawn	56,322
Gillis	Marlene	55,454	Gillott	Carol	64,940
Gilmour	Leah	58,308	Ginther	Debra	58,022
Ginther	Ronald	88,858	Girling	Valerie	62,327
Girod	Tenille	62,737	Given	Cheryl	63,388
Glab	Mellissa	52,610	Glasman	Wilhelmen	54,869
Glennie	Sheila	82,099	Glover	Nancy	75,832
Glowa	Sarah	66,427	Glum	Helena	53,872
Gobeille	Yvonne	53,209	Goddard	Tracee	60,549
Godfrey	Donna	66,691	Godsalve	Valerie	201,688
Goertz	Phyllis	72,838	Goertzen	Laurie	52,457
Goetz	Doreen	56,539	Goldade	Tracey	53,673
Golding	Melissa	54,131	Golding	Susan	51,754
Golev	Dmitri	73,946	Goll	Gwen	61,985
Gomez	Jose	116,001	Goodman	David	93,667
Goodman Eifler	Daphne A	75,314	Goodmundson	Caroline	53,095
Goodwin	Susan	64,237	Goosen	Kimberley	55,076
Gordon	Bruce	90,702	Gordon	Julie	67,809
Gordon	Trevor	73,866	Gore	Richard	60,554
Gorecki	Lynn	56,438	Gorgchuck	Carol	67,892
Gorkoff	Karey	55,577	Gorman	Kara	66,505
Gosselin	Dianne	53,316	Goulding	Kristine	58,024
Gowda	Linda	73,336	Grace	Melanie	72,496
Graff	Ruth	85,166	Graham	Agnes	64,548
Graham	Cindy	73,655	Graham	Maureen A	72,543
Graham Woloshyn	Margaret	76,690	Grant	Christoph	76,892
Grant	Doris	56,872	Grauer	Karen	78,779
Gray	Gwen	70,688	Gray	Lesley	55,284
Gray	Rosemarie	65,627	Greaser	Walter	71,028
Green	Heather	60,889	Greene	Cindy	59,957
Greenough	Timothy J	83,129	Greenwood	Lorraine	57,969
Greer	Della	60,444	Greer	Donald	64,721
Gretchen	Angeline	57,092	Greyeyes	Sandra	74,494
Griffin	Lonnie	62,391	Grimard	Angela	63,681
Grocutt	Lori	70,698	Gronvold	Darren	67,807
Grosse	Anita	66,666	Grosskleg	Marina	58,265
Grychowski	Iris	62,381	Gudjonson	Donna	58,339
Gudmundson	Carol	57,239	Gudmundson	Debra	90,133
Gudmundson	Eileen	54,013	Guenther	Judy	50,984
Gueusquin	Marlene	65,074	Guigon	Bonnie	70,024
Guillemin	Valerie	54,783	Guillou	Debra	63,308
Guina	Kathleen	78,531	Gullen	Kathy	67,557

Payee		Amount Paid ($)
Gulutzan	Melanie	65,531
Gunther Hansen	Deborah	62,460
Gurry	Louise	59,971
Gursky	Joe	52,890
Gutenberg	Valerie	60,300
Gwillim	Peggy	80,387
Hackett	Patricia	63,321
Haduik	Susan	61,296
Hagel	Carolyn	56,999
Haggerty	Lisa	52,149
Halbach	Susan	57,628
Halpape	Joan	65,249
Hamel	Marlene	51,343
Hamilton	Shelley E	66,778
Hamm	Colleen	58,705
Hamm	Myrn	50,818
Hamoline	Norman	59,172
Hanke	Karen	60,358
Hanmer	Stacey	77,648
Hansen	Carol	72,214
Hanson	Bianca	65,352
Hanson	Leanne	68,318
Hanson	Nancy	56,924
Happ	Lorraine	68,537
Harbidge	Deanna	52,074
Harder	Emily	58,074
Harder	Kerrie	55,385
Harder	Tracey	51,326
Harding	Janet	101,519
Hardy	Tasha	60,824
Harnish	Mary	58,985
Harris	Barbara	58,080
Harrison	Terry	50,664
Hartley	Ginnie	64,530
Harvey	Brent	68,584
Hattori	Susan	63,068
Haughian	Marianne	50,369
Hawke	Margot	67,593
Hawryluk	Lisamarie	59,335
Hayden	Della	66,844
Headley	Tracy	52,526
Heck	Brian	71,702
Heffernan	Celeste	67,792
Heilman	Leah	63,236
Hein	Natalie	52,460
Heise	Jeanette	71,410
Helstrom	Bradley	69,402
Hendry	M Ann	64,107
Henry	Carol	64,527
Hepburn	Coralee	57,643
Hertzum Larsen	Lois	55,213

Payee		Amount Paid($)
Gunther	Joyce	67,693
Gurney	Nelia	59,248
Gursky	Cecilia	106,215
Guse	Tammy	53,488
Guzak	Jennifer	54,269
Haatvedt	Theresa	68,691
Hackl	Craig	65,391
Hafner	Tanya	61,836
Hagel	Jaime	58,567
Halabura	Ron	50,131
Hall	Janis	76,771
Halstrom	Lorna	65,852
Hamilton	Diane	73,930
Hamm	Brenda	54,728
Hamm	Martha	58,960
Hamm	Sandra	54,591
Hancox	Elizabeth	63,803
Hanlon	Kevin	62,309
Hannah	Victor	70,469
Hansen	Stanley	63,209
Hanson	Gayle	56,210
Hanson	Linda	55,171
Hanson	Spencer	77,887
Haraldson	Patricia	50,978
Harder	Bernice	70,435
Harder	Helena	61,636
Harder	Theresa	66,378
Harding	Deborah	61,075
Hardy	Karen	56,064
Hardy Joel	Rhonda	51,104
Harpell	Stacey	67,143
Harrison	Maureen	55,444
Hart	Karen	73,540
Hartwig	Sandra	52,506
Harvey	Sharon	74,347
Haubrich	Georgena	66,644
Haugrud	Diane	77,984
Hawkes	Judith	60,052
Hay	Deborah	75,439
Hayes	Barbara	82,023
Heath	Jackson	50,951
Hedin	Nola	74,756
Heffernan	Judy	83,599
Hein	Beverley	55,264
Heinrichs	Kip	58,271
Helmer	D Arcy	84,020
Henderson	Mark	61,449
Henley	Corylynn	72,966
Henry	David	62,084
Hergott	Joan	61,591
Hesterman	Yvonne	59,194

Payee		Amount Paid ($)	Payee		Amount Paid($)
Heusdens	Carol	66,988	Heywood	Brad	52,199
Hicks	Debbie	72,013	Hicks	Marni	52,383
Hientz	Valerie	63,991	Higgs	Marlene	64,254
Hilkewich	Melanie	65,569	Hilkewich	Terry	50,249
Hill	Audrey	58,161	Hillis	Sarah	73,983
Hills	Janet	64,081	Hilton	Julie Ann	59,185
Hindmarsh	Karen	75,390	Hinz	Lisa	53,572
Hinz	Lori	85,324	Hjertaas	Ronna	58,677
Hnenny	Vera	75,833	Hobbs	Stacey	50,482
Hodgins	Ivy	63,995	Hodgson	Nancy	50,652
Hodson	Michael A	73,803	Hoeppner	Susan	62,124
Hoey	Verna	75,016	Hoff	Craig	68,007
Hoffart	Edwin	72,842	Hoffer	Diana	55,274
Hoffert	Carolyn	51,277	Hoffman	Michele	62,614
Hoffman	Ralph	77,984	Hogan	Sandy	54,411
Hogberg	Cindy	57,849	Hogberg	Gail	50,734
Hogel	Robert	70,472	Holcomb	Valerie	66,526
Holizki	Wanda	64,860	Holmes	Cindy	57,565
Holmes	Denise	67,687	Holowaty	Jean	81,784
Holsten	Jacquelin	60,564	Holtkamp	Lorna	57,403
Holtkamp	Yvonne	61,183	Holtslander	Franci S	66,915
Holtsman	Patti	65,613	Holtvogt	Deanna	64,602
Hondros	Brenda	62,967	Hood	Bob	77,145
Hood	Gayle	57,642	Hoppe	Carolyn A	75,945
Hordal	Gail	61,011	Horlick	Anna	51,244
Horvath	Crystal	54,870	Horvath	Faye	64,107
Horvath	Tracey	60,086	Hosegood	Linda	87,749
Hotzak	Yvonne	61,365	Hounjet	Melanie	70,066
Howard	Denise	63,586	Hozjan	Melissa	59,829
Hrabok	Diane	57,332	Huard	Marc	56,998
Huard	Shelley	59,441	Hubbard	Caroline	73,322
Huber	Theresa	69,193	Hubic	Kyle	59,504
Hubick	Sherri	52,669	Hudson	Leona	64,057
Huebner	Lisa	63,026	Hughes	Marie	53,988
Hughes	Michael	70,985	Humol	Almira	62,630
Humphreys	Darin	77,984	Humphreys	Jeanette	65,179
Hungness	Marilyn	57,904	Hunt	Beverley	53,296
Hunter	Lesley	92,478	Hurd	Janice	70,040
Huston	Roger	70,440	Hutchison	Sharon	57,438
Hutton	Stuart	102,457	Hyland	Brenda	67,201
Ife	Christie	72,021	Inch	Roxanne	66,684
Insull	Karen	67,708	Irwin	Helen	68,495
Irwin	Scott	72,672	Isaac	Teresa	78,412
Isely	Douglas	68,555	Isley	Mona	64,558
Jacek	Corrine	71,599	Jackson	Adele	63,490
Jackson	Leona	61,486	Jacobs	Michael	59,605
Jacobson	Darlene	64,227	Jacques	Margaret	62,157
Jahner Udey	Sharleen	79,737	James	Michael	60,045
James	Nancy	54,176	Jamison	Elaine	66,011
Janser	Michael W	68,102	Janzen	Anita	51,605
Janzen	Dianne	52,401	Jaques	Enid	65,138

Payee		Amount Paid ($)	Payee		Amount Paid($)
Jarotski	Jason	69,536	Jeanson	Joyce	63,205
Jeffery	Catherine	72,753	Jelisavac	Goran	62,478
Jenish	Amanda	61,345	Jennett	Lloyd	60,887
Jennings	Joanne	55,272	Jensen	Bart	56,601
Jensen	Brent	74,618	Jeong	Misil	54,666
Jess	Karen	62,011	Jezzard	Krista	51,205
Jiricka	Barbara	104,808	Joanis	Lorie	57,962
Joanis	Marcel	63,063	Jobe	Janet	57,211
Johner Williamso	Nicole	57,393	Johnson	Debra	52,305
Johnson	Kelly	63,466	Johnson	Lorene	63,072
Johnson	Lorraine	57,094	Johnson	Paula	54,678
Johnston	Barry	55,213	Johnston	Cheryl	62,449
Johnston	Clare	62,614	Johnston	Evelyn	59,574
Johnston	Faye	60,742	Johnston	Laura Lee	63,841
Johnstone	Lori	66,031	Jolly	Shelley	63,464
Jonasson	Shelley	74,792	Jones	Krystal	51,626
Jones	Nancy	57,316	Jones	Nola	65,850
Jones	Ruth	61,891	Jordan	Michael	60,598
Jorgenson	Derek	85,638	Jorgenson	Jackie	63,480
Jouan Tapp	Donna	64,564	Julien	Nancy	52,336
Juma	Hussain	72,605	Jungwirth	Patti	57,783
Juta	Sunil	161,085	Juzyniec	Roxane	60,888
Kabatow	Colleen	63,412	Kachor	Maureen	68,363
Kachuk	Lavina	60,840	Kachur	Barbara	58,010
Kachur	Gary	81,070	Kadash	Nick	60,463
Kalinchuk	Dianna	54,163	Kalynka	Caroline	73,575
Kamineski	Cheryl	63,026	Kane	Iv	54,812
Kanhai	Gwendolyn	70,171	Kanhai	Tamra	56,717
Kapell	Colleen	77,663	Karnes	Lori	75,481
Karpinka	Susan	74,174	Karppinen	Leslie	80,493
Karst	Blake	64,499	Kaslam	Maureen	72,252
Kauth Solmes	Irene	50,834	Kautz	Katharine	74,012
Kawcuniak	Lorrie	53,418	Kawula	Karyn L	68,979
Kayto	Denise	78,555	Keddy Brezinski	Dawn	59,504
Keeler	Susan	72,624	Keen	John	80,506
Keffer	Aimee	58,037	Keil	Eric	72,959
Keindel	Iris	76,698	Keindel	Theresa	55,421
Keller	Mary	51,524	Kelln	Jolanta	70,933
Kemp	Jennifer	64,577	Kemp	Pamela	62,727
Kennedy	Vicki	56,863	Kenway	Karen	57,368
Kernohan	Judith	51,039	Kessler	Gwen	69,321
Keyowski	Theresa	60,415	Khan	Wali	132,497
Kienlen	Clifford	122,208	Kienlen	Doreen	68,931
Kihn	Kim	53,163	Kiland	Loreylye	67,138
Kildaw	Shirley	60,789	Kimball	Nicole	51,294
Kinar	Karen	67,112	Kincade	Alexis	70,836
Kindrachuk	Donna	84,681	King	Tina	64,083
Kingston	Sharon	67,472	Kingwell	Vera	53,000
Kirkland	Barbara	77,006	Kirkpatrick	Joan	68,356
Kish	Audra	52,665	Kivol	Jackie	50,249
Klassen	Brian	70,261	Klassen	Janet	52,427

Payee		Amount Paid ($)
Klassen	Laura	67,921
Klassen	Shannon	71,327
Klein	Jeananne	74,480
Klein Hewitt	Sharon	55,209
Knafelc	D Lynn	63,265
Knihniski	Angela	59,362
Knowler	Rachael	55,427
Kobelsky	Shannon	57,555
Kohle	Glenda	51,657
Kohle	Michelle	57,050
Kolbinson	Cheryl	79,741
Kolla	Brenda	54,680
Koller Klimosko	Krista	57,119
Koob Roach	Gwen	50,986
Koop	Elaine	65,080
Kopp	Jody	62,441
Kornder	Nola	65,771
Kornelsen	Cherie	64,260
Koroluk	Janine	54,002
Kosheluk	Sheri	58,653
Koshinsky	Debra	79,412
Koski	Mary	56,740
Kosolofski	Courtney	57,933
Kostiuk	Robert	55,559
Kostyna	Marianne	69,933
Kotelmach	Diane	55,705
Kral	Maureen	102,316
Kraus	Leanne	52,740
Krieger	Elaine	92,432
Kroeger	Arnold	61,363
Kroeger	Terry	66,426
Krueger	Deborah	56,966
Kuchuran	Nicole	56,694
Kuin	Mary Anne	62,756
Kuling	Paul	68,582
Kulyk	Patricia	62,958
Kwiatkowski	Kevin	57,274
Labas	Yvonne	63,365
Labrash	Michelle	68,903
Lachapelle	Connie	53,895
Laframboise	Shanna	56,327
Laing	Candace	64,159
Laliberte	Elaine	68,034
Lalonde	Jeannie	54,813
Lamarche	Susan	51,577
Landry	Serena	55,768
Langevin	Frances	68,380
Lapointe	Lorie	58,338
Larocque	Harvey	70,364
Laroque	Marion	65,095
Laroque	Wesley	58,672

Payee		Amount Paid($)
Klassen	Linda Ann	65,839
Klebaum	Nancy	71,514
Klein	Tarrah	60,564
Kline	David	93,766
Knievel	Anita	61,113
Knorr	Bernie	51,926
Knutson	Renee	55,437
Kochan	Gerald	50,604
Kohle	Lynn	57,125
Kolback	Noreen	60,536
Kolbinson	Karen	57,591
Kolla	Kathleen	87,376
Konecnik	Leesa	73,113
Koop	Dwight	65,600
Kopeck	Richard	65,884
Korinetz	Steven	54,761
Kornder	Roy	58,479
Korol	Laurie	51,745
Korsberg	Edmee	74,928
Koshinsky	Colin	50,817
Koshinsky	Valerie	52,641
Kosloski	Carol	50,885
Kosowan	Tanjia	59,846
Kostyk	Joann	67,505
Kotelko	Peggie	70,046
Kotyk	Lynn	59,136
Kratchmer	Mary	59,049
Krause	Shannon	50,030
Kriese	Barbara	64,527
Kroeger	Joy	72,605
Krohn	Brenda	76,218
Kubik	Laurie	57,853
Kuehn	Kim	70,095
Kukurudza	Pauline	57,586
Kuling	Susan	73,502
Kushniruk	Tracey	63,269
L Heureux	Ada	65,655
Laborde	Carrie	50,137
Labrash	Valerie	61,955
Ladouceur	Nicole	74,871
Lahey Wiggs	John	67,139
Laird	Norma	63,528
Lalonde	Alain	70,593
Lam	Mimi	63,461
Landeryou	Julie	63,861
Landry	Shan	142,874
Langner	Kristine	63,971
Larmet	John	59,491
Larocque	Valerie	63,417
Laroque	Shirley	67,824
Larsen	Donna	132,533

Payee		Amount Paid ($)
Larsen	Sylvia	58,691
Laskowski	Anita	55,963
Laturnus	Nadine	68,039
Laventure	Lina	58,347
Lavertu	Danny	51,506
Laxdal	Lori	55,185
Layton	Gene	67,420
Lazaro	Jesus	55,000
Leclaire Roach	Candace	61,349
Ledding	Brenda	59,791
Lee	Donna	68,480
Leek	Debbie	73,655
Lees	Janet	72,748
Leggott	Nancy	65,437
Leislar	Lynn	58,520
Lemstra	Mark	60,327
Lepage	Bernard	68,664
Lepage	Kenneth	77,305
Lepitzki	Judy	79,258
Leslar	Terry	98,563
Lesser	William	54,815
Lester	Bryan	58,694
Leuschen	Glenn	72,326
Lewis	Linda	60,262
Libke	Denae	56,620
Liebelt	Dwayne	66,582
Lightfoot	Frances	78,232
Link	Lana	57,632
Lipka	Audrey	72,951
Litvenenko	Lauretta	81,495
Litzenberger	Trent	66,076
Lock	Patricia	61,984
Lockert	Kim	54,741
Lockhart	Sandra	67,928
Loeppky	Susan	88,251
Lofstrom	Shelley	50,562
Loken	Eric	63,381
Longpre	Helen	63,387
Loomes	Adeline	68,326
Lozinski	Elaine	58,068
Lucas Giandomeni	Janet	58,529
Luciw	Tammy	53,555
Ludwig	Beryl	64,269
Lukan	Marcie	58,313
Lungull	Marilyn	71,552
Lyle	Kathryn	73,605
Lyrette	Heather	58,398
Lyster	Yvette	57,387
Maber	Trevor	60,465
Maccan	Carol	51,892
Macdougall	Amber	53,834

Payee		Amount Paid($)
Larson	Constance	80,416
Laskowski	Robin	56,153
Lautner	Candace	55,867
Lavergne	Jocelyne	74,055
Lavoie	Janet	61,123
Laycock	Myrna	57,399
Lazar	Marilee	63,834
Leaney	Colleen	78,773
Leclerc	Cindy	50,195
Ledray	Risa	69,283
Lee	Eileen	53,380
Leepart	Heather L	54,681
Lefol	Laurette	56,255
Lehmann	Rebecca	60,230
Leite	Elaine	54,532
Leonard	Maria	72,605
Lepage	Dianne	61,014
Lepage	Treena	59,869
Lepoudre	Christa	54,946
Lesley	Sandee	62,224
Lessmeister	Mary Elle	85,570
Leung	Shirley	64,072
Levesque	Karen	81,369
Leydon	Noella	89,207
Lidgett	Marie	63,173
Liebrecht	Stuart	59,667
Lingelbach	Dianna	78,751
Linklater	Joan	64,140
Little	Brandon	70,084
Litvenenko	Lorna	65,090
Lock	Brenda	70,578
Locke	Christoph	69,856
Lockhart	Maria	63,490
Loeffler	Michele	55,457
Loewen	Yvonne	62,912
Lohneis	Lillian	60,323
Lomond	Jason	60,435
Loomer	Robert	58,669
Loran	Julia	66,559
Lozinsky	Donna	54,415
Luchka	Kenneth	68,631
Lucyshyn	Diana	51,912
Ludwig	Wendy	51,070
Lund	Linda	66,677
Luross	Anne	59,834
Lynch	Darcie	59,509
Lysitza	Rene	63,650
Maber	Barry	207,576
Macarthur	John	58,677
Macdonald	Beverly	56,301
Macdougall	Joan	61,357

Payee		Amount Paid ($)
Macedward	Kathy	56,089
Macfadden	Michael	59,337
Machnee	Helene	52,117
Mackay	Laura	80,022
Macknak	Leah	50,244
Macleod	Beverly	58,613
Macpheat	Mary	51,765
Macpherson	Megan	61,047
Madland	Sheila	84,179
Maduik	Melodee	55,886
Mahaffey	Suzanne	104,363
Maier	David	85,747
Maki	Karen	67,398
Mananzan	Irene	56,198
Mandzuk	David	74,552
Manley	Dawn	50,251
Mann	Jackie	111,080
Mansuy	Helen	61,042
Maranduk	Kenneth	71,169
Marchinko	Donna	66,409
Marckoski	Diane	55,130
Marinier	Janet	53,487
Mark	Sharon	61,399
Marken	Patricia	51,986
Markham	Twyla	67,806
Marleau	Gordon	58,490
Marquis	Lorraine	75,916
Marshall	Catherine	73,941
Marshall	Jillian	66,190
Marshall	Ken	63,324
Marshall	Tracey	55,995
Martens	Pamela	56,079
Martin	Heather	55,028
Martindale	Tracy	64,931
Martsch	Sandra	62,102
Maryniak	Karen	74,361
Mason	Wayne	56,498
Materi	Paul	58,088
Mathers Huniak	Judith	52,088
Mathews	Michael	59,012
Matieshin	Kathy	50,618
Matlock	Raylene	82,724
Mattheis	Alicia	53,858
Matthews	Lynn	62,563
Maunder	Sheri	56,800
Maurice	Marie	60,479
May	Barbara	61,465
Mayhew	Chris	64,779
Mcaleer	Judith	62,094
Mccallum	Rhonda	55,692
Mccann	John	58,312

Payee		Amount Paid($)
Macek	Gary	70,929
Macgowan	Shirley	71,447
Machushek	Karen Lea	60,419
Mackenzie	Kevin	60,778
Maclean	Diana	57,817
Macmillan	Cheryl	64,110
Macpherson	Karri	58,974
Madill	Geraldine	62,247
Maduck	Wayne	69,559
Mah	Jean	76,405
Mahar	Rachelle	58,331
Makeechak	Barbara	72,993
Maksymiuk	Elaine	54,083
Manderscheid	Sharon	52,228
Manley	Brad	61,718
Mann	Chantelle	56,937
Mansell	Holly	59,187
Mants	Stacy	61,940
Marchewka	Theresa	64,640
Marcinkiw	Joseph	55,788
Marcoux	Jo Anne	83,616
Mark	Hope	55,544
Markell Schneide	Nicole	55,205
Markham	Lori	72,808
Markowski	Tara	74,642
Maroniuk	David	68,318
Marshak	Jody	56,473
Marshall	Irene	63,794
Marshall	John	68,846
Marshall	Sherry	61,022
Martens	Orlene	72,291
Martin	Dianne	53,305
Martin	Linda	84,460
Martinuk	Marilyn	78,873
Maruschak	Shirley	53,744
Mason	Jacquelin	62,550
Masse	Melissa	59,858
Materie	Roberta	57,980
Matheson	Emily	80,965
Mathies	Sherene	59,097
Matiko	Marlene	66,139
Matt	Phyllis	62,430
Matthews	Elise	52,073
Matzner	Katherine	67,388
Maurer	Denise	58,671
Maxin	Crystal	64,604
May	Maryann	67,637
Mayo	Colette	64,567
Mccaig Beattie	Tracey	66,670
Mccamon	Janet	58,885
Mccann	Karen	64,480

Payee		Amount Paid ($)
Mccannell	Deborah L	64,599
Mccarthy	Lisa	61,934
Mccomb	Marion	58,878
Mcconnell	Gary	51,628
Mccreadie	Marcy	50,247
Mcculloch	Bev	52,626
Mccullum	Donna	59,076
Mcdiarmid	Adele	57,412
Mcdonald	Brian R	67,050
Mcdonnell	Kathy	71,397
Mcdowall	Chrystal	61,606
Mcfadden	Shelly	76,505
Mcfarlane	Diana	74,930
Mcfarlane	Sherrill	50,960
Mcgillivray	Marlene	55,868
Mcgrath	Terri	59,092
Mchargue	Darcy	62,943
Mcintosh	Julianna	67,179
Mckay	Josephine	50,351
Mckee	Margaret	61,156
Mckerlie	Janice	73,169
Mckinnon	Joyce	74,720
Mcknight	Laurie	60,424
Mclean	Leanne	58,327
Mcleod	Karen	62,756
Mcloughlin	Tracey	54,883
Mcmillan	Brenda	61,565
Mcmillan	Robert	75,252
Mcmullen	Jennifer	74,028
Mcmurtry	Kathryn	66,475
Mcnally	Cheryl	65,393
Mcneil	Shirley	102,294
Mcpeek	Antonette	71,709
Mcpherson	Marilyn	56,468
Mctaggart	Lori	70,813
Medernach	Kathy	64,952
Meier	Christine	55,572
Meikle	Lynn	62,894
Melin	Ryan	56,616
Mellesmoen	Krista	55,054
Melrose	Eileen	72,009
Mendoza	Illuminad	71,854
Mercado	Annalyn	76,675
Merkley	Jo Ann	76,936
Metcalfe	Carol	68,742
Mewdell	Christie	70,024
Michaels	Conley	85,307
Middleton	Mary	66,987
Mildenberger	Scott	53,756
Miller	Corey	100,742
Miller	Dawn	64,904

Payee		Amount Paid($)
Mccannell	Ian	60,239
Mcclean	Donna	54,771
Mcconnell	Angie	59,537
Mccrea	Francis	63,826
Mccubbing	Anne	63,777
Mccullough	Jeannette	54,271
Mcdaniel	Sharon	67,299
Mcdonald	Bernadett	53,793
Mcdonald	Carolina	80,135
Mcdougall	Linda	51,768
Mceachern	Julie	54,066
Mcfarland	Arlene	63,696
Mcfarlane	Patricia	78,418
Mcgeough	Jacquelin	51,970
Mcgowan	Dawn	63,486
Mcgregor	Connie	56,008
Mchugh	Margaret	60,870
Mcivor	Krista	54,199
Mckee	Jackie	72,608
Mckercher	Morag	74,078
Mckinnon	Donalene	60,504
Mcknight	Donna	69,764
Mclashen	Darci	57,575
Mcleod	Anne	60,261
Mcloughlin	Brendan	65,963
Mcmahon	Shirley	79,183
Mcmillan	Dean	66,722
Mcmullen	Blake	59,816
Mcmurtry	Bruce	77,024
Mcnair	Erick	90,081
Mcneil	Dianne	50,886
Mcnichol	Christine	58,236
Mcphee	Jane	91,615
Mcquatt	Kimberly	55,867
Meagher	Angeline	51,018
Meger	Natasha	62,499
Meier	Shelley	62,126
Melhoff	Judy	56,764
Melis	Deborah	62,563
Melnychuk	Trudy	62,824
Melymick	Carol	74,130
Mensah	Bridget	61,635
Mergen	Elizabeth	57,145
Merkosky	Landry	51,515
Metcalfe	Judy	78,629
Miazga	Heather	57,495
Mickalishen	Linda	65,056
Mielke	Heather	57,498
Miller	Audrey	68,433
Miller	David	67,596
Miller	Keith	54,923

Payee		Amount Paid ($)
Miller	Laurie	77,845
Mills	Deborah	66,486
Mills	Sheila	52,792
Minielly	Della	74,671
Minovitch	Susan	53,496
Mirwald	Samantha	50,253
Mitchell	Betty	58,929
Mitchell	Mavis	64,729
Moen	Dennis	57,946
Mokuruk	Michelle	62,235
Moldenhauer	Deborah	59,606
Molnar	Celia	59,164
Molnar	Pamela	72,365
Monseler	Lynn	53,051
Moodley	Vanitha	55,579
Mooney	Terri	55,111
Moorman	Marlene	65,192
More	Carol	51,226
Moreta	Denise	52,355
Morgan	Leslie	61,213
Morin	Carolyn	78,269
Morog	Natalie	56,683
Morrissette	Alan	53,307
Morrissey	Heather	68,053
Morton	Debra	59,187
Mucha	Trina	61,222
Muench	Beverly	65,986
Muggli	Tracy	73,307
Mulholland	Lori	58,285
Munro	Tiffany	64,307
Murdock	Janice	72,852
Murphy	Dorothy	68,245
Murray	Jacquelin	61,545
Murray	Sheila	66,948
Musick	Paul	57,280
Mutter	Valerie	62,899
Myslicki	Kimberly	64,050
Nadon	Sue	76,658
Nakrayko	Kathy	72,664
Natyshak Coquet	Arlene	56,574
Nedjelski	Linda	55,822
Needham	Maureen	66,783
Nein	Laureen	60,278
Nelson	Edith	57,779
Nelson	Gayle	64,665
Nelson	Linda	59,729
Nesdoly	Melissa	66,297
Neudorf	Brenda	71,885
Neudorf	Natisha	57,162
Neufeld	Nicole	66,209
Neufeldt	Lorna	61,937

Payee		Amount Paid($)
Miller	Patricia	62,309
Mills	Norah	60,652
Milos	Gloria	69,140
Mink	Joseph	67,400
Mireau	Ruth	56,750
Misfeldt	Brenda	53,858
Mitchell	Brenda	61,295
Mochar	Delynn	50,898
Mogk	Sheila	65,456
Molavi	Jennifer	51,016
Molgat	Gilles	272,243
Molnar	Gaylene	74,011
Monette	Helconida	93,394
Monuik	Linda	58,057
Mooleki	Hildah	78,330
Moore	Lauren	75,569
Morden	Denise	75,141
More	Janice	60,007
Morgan	Brian	164,166
Morgan	Sheila	65,792
Morin	Sandra	69,476
Morrison	Jean	176,462
Morrissette	Karen	57,886
Morton	Daniel	55,703
Morton	Donna	50,232
Mueller	Dawn	51,632
Muench	Dean	50,017
Muir	Shelley	51,428
Muller	Catharina	56,998
Murch	Sarah	72,836
Murphy	Ann	58,548
Murray	Bruce	278,500
Murray	Penni Sue	63,534
Murza	Sharon	62,247
Musschoot	Blanche	67,113
Muzzolini	Janet	57,159
Nadeau	Jaylene	61,517
Nagy	Mary	58,703
Napper	Delle	69,617
Nebozenko	Debbie	75,768
Needham	Dianne	52,975
Neefs	Terry	90,522
Nelson	Ann Marie	71,300
Nelson	Flora	52,587
Nelson	Kathleen	56,955
Nesbitt	Colleen	66,929
Neuberger	Connie	60,988
Neudorf	Cordell	209,801
Neufeld	Kimberley	71,075
Neufeld Rochelea	Melody	59,114
Neumann	Marguerit	62,385

Payee		Amount Paid ($)	Payee		Amount Paid($)
Nevdoff	Anita	50,991	Neville	Cheryl	52,726
Newman	Karen	102,294	Newmeyer	Marsha	57,805
Newton	Dalene	60,717	Nicholls	Raymonde	58,064
Nicholson	Gail	60,028	Nickel	Deidra	51,443
Nickolet	Tala	58,018	Nicol	Mildred	50,860
Nidosky	Jeannette	61,133	Niebergall	Elaine	59,126
Niekamp	Maryann	74,551	Nielsen	Paulette	68,540
Nieman	Karen	52,940	Nievares	Marilyn	72,489
Nijman	Dawn	54,570	Nimilowich	Susanna	72,605
Nippi Albright	Betty	54,615	Nistor	Derrick	74,371
Nixey	Teresa	50,310	Nixon Jackle	Sarah	68,688
Noble	Marjorie	69,977	Noble Ginther	Kristine	56,353
Noesgaard	Norma	73,851	Nogier	Karen	69,307
Nokinsky	Sabina	52,677	Nolan	Carole	64,090
Nordick	Diane	60,751	Nordick	Natelle	58,609
Nordick	Stella	101,634	Nordquist	Norma	66,117
Norelius	Ruth	54,623	Normand	Rosemarie	72,605
Norris	Erin	57,178	Northey	Reevasi	55,108
Novack	Diane	62,078	Novakovski	Rick	66,380
Novick	Linda	66,161	Nowlan	Diane	64,579
Nyirfa	Leanne	63,861	Nylund	Cindy	66,868
Nystrom	Elaine	65,627	Nystuen	Wendy	73,814
O Connor	Melaina	62,752	O Hagan	Niamh	86,430
O Hara	Catherine	67,890	O Neail	Debbie	52,981
Oberg	Angela	56,444	Ochitwa	Elizabeth	58,926
Odermatt	Lesley	55,315	Odsen	Lesley	74,572
Offen	Gigi	67,250	Ofstie	Marilyn	64,410
Oglestone	Laurie	62,724	Okrainetz	Tyrone	66,551
Olesko	Renate	53,434	Oliver	Deborah	73,279
Oliynyk	Daniel	55,112	Olson	Colleen	82,562
Olson	Joni	57,855	Olson	Karen	61,245
Olson	Patricia	52,118	Olver	Mark	73,109
Ong	Independe	62,188	Onushko	Lynn	73,638
Opekokew	Eileen	64,235	Opekokew	John	50,017
Opfergelt	Vonda	57,362	Opondo	Johnmark	161,971
Orchard	Karla	55,542	Orosz	Ian	63,747
Orth	Janet	67,016	Ortman	Donna	50,744
Orvold	Melanie	60,361	Orynik	Jennifer	54,646
Oscvirk	Cybelle	53,651	Oshanek	Daryl	90,658
Ostafichuk	Ellen	69,002	Ostafie	Cynthia C	63,042
Ostapowich	Karen	69,595	Ostapowich	Paula	52,718
Ostoforoff	Veronica	57,993	Ostrowski	Ryan	67,849
Otterbein	Shirley	60,996	Ouellette	Shannon	54,132
Owens	Jennifer	62,829	Oxby	Rosalyn	70,445
Ozeroff	Christina	61,492	Packota	Susan	69,964
Painchaud	Roxanne	73,326	Pallos	Malcolm	65,253
Palmer	Chantele	55,392	Panchuk	Heather	61,893
Panchuk	Shelly	59,857	Papp	Barbara	58,603
Paproski	Brennen	52,594	Paquin	Gwendolyn	66,979
Parcher	Myra	73,505	Parker	Anne Mari	87,644
Parkinson	Mary Ann	77,015	Parton	Gloria	60,748

Payee		Amount Paid ($)
Pastor	Nadine	51,098
Patrick	Carla	72,586
Patzer	Terry	104,610
Pauli	Greg	65,072
Pauw	Kathy	274,592
Pavloff	Marla	65,120
Pawluk	Renate	101,577
Peacock	Shelley	66,947
Pearson	Caron	81,914
Pearson	Tricia	61,511
Peckenpaugh	Shanin	64,578
Peeva	Nadejda	56,924
Penn	Kathryn	58,178
Percival	Joelle	63,360
Perrin	Corinne	60,576
Perverseff	Virginia	57,329
Peters	Helena	63,664
Peters	Marcia	65,949
Peters Stewart	Marie	54,398
Peterson	Scot	53,129
Petras	James	55,955
Petty	Margaret	62,221
Phenix	Donna	58,472
Phillips	J Matthew	55,855
Phillips	Rickey	61,563
Pickerl	Katherine	59,472
Pidhorodetsky	Melanie	55,552
Pierlot	Nola	56,709
Piller	Lyndi	52,806
Pion	Jason	69,374
Pisio	Charlene	58,405
Pittman	Cindy	73,743
Placatka	Cindy	52,606
Plomer	Maggie	69,245
Pochipinski	Dianne	70,436
Pollock	Barbara	58,739
Pollock	Thomas	53,849
Poncelet	Carol	61,835
Pongracz	Beverly	64,639
Popowich	Glenda	69,944
Porter	Shirley	68,417
Pottinger	Joan	85,799
Powell	Barb	56,861
Prefontaine	Michele	53,524
Press	Madeline	65,696
Price	William	75,974
Priest	Agnes	56,349
Proctor	Cindy	57,026
Proctor	Patricia	64,851
Prokopetz	Steven	61,492
Prokopiw	Marie	57,964

Payee		Amount Paid($)
Patenaude	Daniel	65,090
Patrick	Jamie	62,438
Paul	Arlene	51,451
Paulson	Debra	66,926
Pavelich	Beverly	95,556
Pawliw	Beverly	57,435
Pawluk	Shirley	57,132
Pearcey	Jennifer	59,615
Pearson	Rena	58,852
Peck	Erin	54,272
Pederson	Cindi	53,146
Pegg	Karen	66,611
Penpena	Chona	54,125
Perrier	Lynda	73,505
Perry	Garry P	72,189
Peters	Harvey	58,972
Peters	Janice	61,485
Peters	Sherri	51,556
Peterson	Donna	55,743
Petford	Rhonda	60,329
Petrie	Susan	63,636
Peyton	Tina	57,866
Phillips	Dawn	62,044
Phillips	Lois	58,958
Pickering	Carolle	105,282
Pidduck	Teresa	66,486
Pierce	Shirley	72,512
Pilat Burns	Charlotte	64,107
Pilon	Garry	57,956
Piotto	Arlene	50,984
Pitman	Ruth	72,608
Pittman	Greg	58,969
Playford	Doris	50,072
Plunz	Darren	61,826
Podiluk	Karen L	65,149
Pollock	Marlene	62,818
Pomedli	Sherry	50,483
Poncelet	Leanne	52,441
Popadynetz	Elizabeth	71,695
Porter	Dwayne	56,477
Possberg	Doreen	54,803
Pottle	Valerie	58,331
Powell	Daphne	66,564
Prentice	Faye	62,132
Preston	Maureen	66,676
Priddell	Rose	66,609
Pritchard	Mary	58,443
Proctor	Jorden	65,195
Prokopetz	Bernadett	51,359
Prokopishin	Carrie	57,547
Propp	Alan	68,345

Payee		Amount Paid ($)
Prystai	Lana	58,133
Puhl	Shayla	52,099
Quinn	Patrick	64,338
Quiring Gallen	Bonnie	64,586
Radesic	Ruth	50,409
Raiter	Pearl	51,926
Ratcliffe	Jaimie	54,767
Ratz	Leona	61,489
Rea	Douglas	60,162
Rea	Leslie	69,455
Rees	Henrike	205,901
Regier	Loren	91,744
Regier	Ruby	55,670
Reich	Cynthia	63,578
Reid	Cathy	63,650
Reid	Rowena	63,249
Reimer	Sharon	64,176
Reineke	Wayne	102,547
Relitz	Chris	64,983
Remmen	Moira	57,166
Rempel	Jacob	51,934
Renneberg	Linda	61,179
Renwick	Wendy	73,381
Reynders	Nicholas	64,462
Reynolds	Mark	59,158
Rhode	Darwyn	50,118
Rice	Stephen	56,991
Richardson	Jane	85,413
Richardson	Yvonne	54,140
Richter	Renae	54,988
Ridley	Scott	76,459
Riehl	Adele	81,577
Ring	Charmaine	52,493
Rislund	Mae	78,877
Rivard	June	67,107
Roadhouse	Lorraine	61,891
Robertson	David	72,155
Robertson	Kathy	57,978
Robin	Lori	53,397
Robinson	Chris	266,019
Robinson	Randy	58,844
Robles	Beatriz	63,268
Robson	Evelyn	62,588
Robson	Michelle	61,379
Rodych	June	66,421
Roesler	Elaine	70,572
Rohatinsky	Noelle	65,627
Rollack	Anita	57,137
Rose	Natalie	63,421
Rosin	Mark	88,333
Ross	Mary	68,643

Payee		Amount Paid($)
Puckett	Barbara	82,143
Pulles	Maureen	64,981
Quiring	Louanna	50,489
Rabuka	Joan	64,051
Rain	Dawn	54,456
Ramler	Marcia	62,754
Rathgeber	Lorraine	58,832
Rayat	Carrie	63,956
Rea	Leslie	75,786
Redekopp Kroeger	Carey	63,937
Regier	Darlene	71,742
Regier	Marla	69,137
Regush	Carla	56,905
Reichert	Jerry	77,948
Reid	Jaclyn	63,662
Reilkoff	Dawn	57,629
Reinboldt	Lorrie	57,242
Reinhardt	Vaudree	61,322
Remenda	Audra	52,502
Rempel	Dorothy	72,147
Rempel	Jake	60,781
Rennick	Cindy	54,474
Rewerts	Lindsay	52,497
Reynolds	Diane	58,613
Rhead	Kristy	58,793
Rhodes	Deborah	137,805
Rich Sperling	Donna	58,896
Richardson	Kenneth	54,505
Richelhoff	Ana	58,504
Rideout	Lynn	54,897
Ridsdale	Valerie	79,429
Riley	Tansley	56,515
Ripley	Vanessa	59,530
Ritchie	Kristin	60,932
Roach	Marian	66,748
Roberts	Sandra	74,182
Robertson	Douglas	51,378
Robertson	Patrick	93,776
Robinson	Barb	59,786
Robinson	Diane	54,879
Robinson	Robin	53,033
Robson	Elizabeth	67,860
Robson	Irma	70,294
Robson	Norma	53,643
Rodych	Nadia	58,246
Roesler	Jennifer	61,782
Rolfe	Beverly	51,808
Rosaasen	Elsie	53,057
Rosie	Leah	56,008
Ross	Anne	54,950
Roufosse	Sharie	62,991

Payee		Amount Paid ($)	Payee		Amount Paid($)
Roussin	Christina	59,227	Roy	Ramona	51,279
Roy	Rene	56,684	Rucks	Kim	63,156
Rudichuk	Judith	69,357	Rudnisky	Rita	62,400
Rudulier	Helen	98,487	Rudyk	Allan	68,240
Rugg	Sheila	61,790	Russell	Barbara	53,120
Ruthven	Myrna R	62,317	Rutko	Judith	65,270
Ryland	Linda	63,473	Sabadash	Helen	63,096
Sacro	Lorna	58,109	Sadler	Lorraine	55,489
Sagan	Dorothy	100,399	Sahar	Darcie	55,364
Sakowski	Gisele	54,018	Sakowsky	Colleen	66,584
Salamon	Vince	57,189	Salyn	Sandra	56,103
Sametts	Amanda	53,969	Sampson	Erin	59,009
Sander	Janna	52,019	Sanders	Donald	60,436
Sanderson	Margaret	57,804	Sangray	Michelle	57,604
Santer	Kristeen	62,642	Santoro	Joan	68,927
Sapieha	Donna	63,463	Sasata	Rosemarie	94,928
Saulnier	Anne	61,825	Saulnier	Kathy	66,215
Saunders	Rob	51,270	Savage	Christine	61,978
Sawatsky	Maggie	50,649	Sawatzky	Carla	66,183
Sawatzky	Janice	65,525	Sawatzky	Karen	51,153
Sawatzky	Myrna	65,950	Sawatzky	Trudy	55,212
Sawchuk	Alex	90,125	Sawchuk	Dianne	63,553
Sawyer	Terry	52,339	Sayer	Gloria	64,461
Scarfe	Linda	68,975	Schaan	Helene	71,469
Schaan	Norma Jea	81,871	Schaan	Patrick	67,152
Schaeffer Lefley	Ronda	64,131	Schapansky	Rodney	104,998
Scharback	Donna	61,412	Scherman	Sara	55,487
Scherman	Sharon	56,941	Schidlowsky	Bea	62,105
Schikosky	Randa	64,963	Schilling	Leesa	53,179
Schimpf	Erin	62,169	Schmid	Jonathan	60,939
Schmidt	Julie	53,329	Schmidt	Leeanne	63,146
Schmidt	Lynn	64,284	Schmidt	Marilyn	69,702
Schmidtz	Annette	61,296	Schneider	Angela	53,101
Schneider	Cindy	62,506	Schneider	Darrel	80,301
Schneider	Joyce	54,556	Schnurr	Barbara	61,921
Scholz	Lendy	58,217	Schrader	Selena	62,923
Schrader	Warren	80,249	Schroeder	Teri Anne	76,548
Schultz	Beverly	59,658	Schultz	Tarah	67,003
Schultz Hurlburt	Barbara	72,641	Schulzke	Carmen	66,934
Schwab	Tracy	61,828	Schwartzenberger	Delinda	62,225
Schwindt	Loreen	70,647	Scopick	Patricia	62,423
Scott	Bonnie	50,334	Scott	Charlotte	51,863
Scott	Darlene V	64,801	Scott	Doreen	69,964
Scott	Maureen	61,930	Scott	Melanie	71,733
Scott	Russell	63,955	Scott	Sheila	68,616
Scott	Wayne	57,628	Seaborg	Trina	50,343
Sedgewick	Monika	58,407	Segriff	Carol	53,468
Seib	Marilyn	71,931	Seidel	Norma	69,592
Seidl	Cindy	75,693	Seip	Evelyn	54,352
Seipp	Tara	65,596	Selinger	Brenda	50,242
Sembalerus	Corinne	55,636	Semenchuk	Michele	63,797

Payee		Amount Paid ($)
Semple	June	69,116
Senko	Dawn	70,996
Sereda	Ron	60,307
Serviss	Talia	61,810
Settler	Phillip	54,841
Shand	Jason	92,049
Shantz	Sandra	67,226
Sharp	Tannis	63,137
Shaw	Robert	57,690
Sheard	Garth	65,844
Shepherd	Barbara	65,259
Sheppard	Tamara	53,149
Sherling	Carol	74,139
Shewaga	Mary	55,099
Shia	George	69,412
Shiloff	Fay	66,288
Shipley	Darrell	72,655
Shirley	Laureen	52,566
Shoemaker Eley	Lesley	66,114
Short	Dianne	64,337
Sidloski	Kern	65,687
Siemens	Trevor	68,602
Siewert	Shannon	57,426
Sigfusson	Sharon	53,577
Silzer	Jacquelin	62,613
Sim	Margaret	68,463
Simmer	Jenette	64,437
Simonson	Wendy	53,262
Simpson	Carrieann	65,111
Sinclair	Linda	50,342
Siroski	Jacquelin	56,772
Siuksteris	Sharon	64,107
Sklapsky	Doreen	51,048
Skulski	Elizabeth	64,944
Slattery	Karen	69,425
Smallwood	Lynda	73,556
Smith	Carol	53,606
Smith	Diane	64,754
Smith	Doris	52,264
Smith	Patricia	78,218
Smith Fehr	Juliet	72,243
Soanes	Donald	72,958
Sokul	Marnya	60,198
Solar	Sandra	54,793
Solie	Darrell	76,840
Solomon	Edna	54,782
Sotkowy	Warren	67,086
Spehar	Connie	52,926
Spence	Ann Marie	52,842
Spiers	Amy	50,848
Spilchen	Randy	64,946

Payee		Amount Paid($)
Senger	Bradley	54,599
Sereda	Audrey	73,930
Serson	Cherie	65,526
Sethi	Anjali	66,602
Shadick	Janine	72,032
Shanks	Patricia	62,747
Sharma	Sandeep	62,497
Shaw	Lana	68,254
Sheard	Delores	50,595
Sheckter	Marc	79,201
Sheppard	M Suzanne	83,577
Sheppard	Tanya	54,242
Sherlock	Wendy	60,802
Shewchuk	Tera	65,864
Shier	Karen	58,669
Shinkewski	Dean	55,107
Shipman	Kara	62,337
Shirtliff	Jennifer	55,852
Short	Christine	62,534
Sibley	Betty	59,407
Sieben	Joanne	61,514
Siermachesky	Karen A	71,068
Sigfusson	Shannon	72,733
Silbernagel	Willy	50,110
Silzer	Yvonne C	71,891
Simington	Ruth	101,929
Simonar	Patti	69,922
Simpkins	Gloria	70,484
Simpson	Jennifer	62,780
Singbeil	Katrina	55,768
Sitar	Timothy	54,825
Skinner	Dean	61,009
Skolney	Alyson	76,141
Sladek	Louise	65,794
Slogotski	Erin	63,025
Smart	Vikki	79,498
Smith	Charlotte	51,084
Smith	Doreen	64,312
Smith	Leanne	79,127
Smith	Pauline	66,418
Snell	James	72,647
Socha	Linda	76,280
Sokyrka	Sonia	61,006
Solheim	Brenda	64,107
Sollid	David	75,874
Sorenson	Heather	59,447
Sova	Cassandra	57,372
Speiser	Lovella	61,533
Sperling	Anne	83,055
Spilchak	Karen	53,491
Spithakis	Corinne	68,234

Payee		Amount Paid ($)
Spitzig	Lynne	73,870
Spokes	Kendra	51,452
Spreacker	Debra	68,695
Stacey	Carrie	64,786
Stampe	Hope	77,240
Starks	Faye	61,344
Steckler	Bernadett	69,427
Stefiuk	Wendy	80,048
Stein	Paulette	52,778
Stephanson	Karen	54,482
Stephen	Jackie	70,473
Stephens	Jewel	77,703
Stevens	Linda	70,159
Stevens	Patty	59,278
Stewart	Bonnie Je	62,626
Stewart	Pamela	70,906
Stobbs	Erin	52,144
Stoddard	Patricia	50,111
Stoeber	Adriane	60,719
Stolarchuk	Theresa	68,065
Stone	Shannon	57,587
Strenger	Marlene	68,669
Strilaeff	Donna	66,555
Strom	Rob	62,326
Stroo	Dionne	56,567
Stuart	Franki	55,881
Stuart	Rodney	53,113
Sully	Daryl G	61,831
Summach	Sandra	66,617
Sundholm Rojas	Elisa	67,185
Sutherland	Carleen	73,530
Svitlekoff	Sharon	68,277
Swedenski	Michael	69,263
Swityk	Doreen	61,139
Sword	Susan	54,132
Szmutko	Daniel	51,781
Taciuk	Patricia	77,604
Tallmadge	Marilyn	52,137
Tarr	Devin	65,223
Tatarniuk	Elaine	65,273
Taylor	Kathleen	53,617
Taylor	Rita	62,030
Teekasingh	Mohan	129,098
Temple	Dennis	53,586
Terleski	Deborah	62,442
Thayer	Scot	73,398
Thibault	Jocelyne	63,563
Thiemann	Lorraine	65,274
Thiessen	Brenda	93,070
Thiessen	Elma	62,546
Thiesson	Brian	55,961

Payee		Amount Paid($)
Spizawka	Lois	73,180
Spott	Jaecene	53,330
Sproxton	Katherine	72,233
Stadnyk	Betty	63,091
Starecki	Tanya	54,386
Starosta	Victor	53,456
Steele	Marie	75,828
Stein	Doris	72,347
Stene	Rick	67,262
Stephen	Glenn	71,822
Stephens	Jayden	74,619
Stevens	Ava	65,992
Stevens	Nancy	68,899
Stevenson	Louise	54,360
Stewart	Cheryl	53,695
Stirling	Glennis	57,676
Stockdale Winder	Fern	69,055
Stodler	Jennifer	62,736
Stoecklein	Colleen	68,561
Stone	Jerre	65,975
Street	Michelle	62,588
Strickland	Judee	60,304
Strocen	Mitchell	59,654
Stromberg	Grace	55,222
Struik	Tracey	54,681
Stuart	Ian	57,785
Suignard	Karla	63,726
Sulyk	Maureen	62,640
Sumner	Carol	51,842
Sundquist	Sarah	57,046
Sutherland	Wes	68,566
Swedenski	Lorraine	71,828
Swenson	Christie	78,488
Switzer	Imelda	67,750
Swystun	Edward	50,402
Tabelon	Raul	61,912
Taillon	Apryl	55,893
Tarasoff	Leah	51,033
Tarry	Mark	95,021
Taylor	Gloria	52,473
Taylor	Rhonda	65,777
Taylor	Shawn	57,275
Tekanoff	Reese	51,530
Teplitsky	Susan	73,758
Thakurdeen	Meena	89,032
Thibault	Deborah	77,602
Thiel	Cindy	63,200
Thies	Kyla	56,021
Thiessen	Candace	51,254
Thiessen	Melanie	62,498
Thiverge	Mary	60,415

Payee		Amount Paid ($)
Thoma	Elsie	50,799
Thompson	Autumn	50,433
Thompson	Marlene	54,033
Thompson	Sharon	75,131
Thorne	Stephanie	71,440
Thorpe	Jenny	61,966
Tieszen	Leighton	88,925
Timm	Lorraine	55,102
Tkachuk	Gregg	76,321
Tkachuk	Michelle	56,502
Todd	Vida	56,799
Toh	Joanne	66,939
Tolley	Jay	59,669
Toovey	Shawn	70,554
Topp	Brian	77,452
Torr	David	140,473
Torrens	Donna	62,231
Toso	Robert	60,677
Towriss	Vicki	73,041
Tradewell	Jamie	75,389
Trapler	Kurt	99,341
Traynor	Marguerit	51,815
Tremeer	Juanita	75,666
Treppel	Diane	62,937
Tu	Xin	60,137
Turk	Bradley	52,356
Turner	Kennedy	50,400
Turner	Wendy	64,327
Tustonic	Vlatka	91,952
Twigg	Susan	84,720
Tyerman	Elaine	64,491
Uchacz	Ted	71,024
Uhryn	Paul	85,860
Unger	Ken	76,156
Unruh	Janet	55,209
Upton	Juanita	58,530
Ursaki	Diane	92,731
Utley	Lori	50,984
Vail	Lanna	64,560
Van Olst	Evert	103,187
Vandergoot	Mary	79,289
Vanthuyne	Wendy	87,407
Vargo	Lynda	63,307
Verbeke	Pat	55,839
Vereschagin	Patricia	62,260
Vogt	Janice	70,929
Vrbancic	Mirna	72,405
Wagner	Florence	66,468
Wainman	Judy	59,733
Wald	Melody	55,470
Walker	Joyce	86,152

Payee		Amount Paid($)
Thome	Rodney	66,265
Thompson	Helen	64,028
Thompson	Sandra	59,945
Thomson	Brandi	59,894
Thorpe	Cheryl	58,461
Threlfall	Melissa	60,471
Timm	Diane	68,073
Timm	Shane	63,349
Tkachuk	Marilyn	51,302
Tkachuk	Tristan	75,407
Toews	Lori	68,396
Tokarchuk	Kelly	70,324
Toomer	Christina	59,669
Topola	Leslie R	68,856
Torlakovic	Goran	279,175
Torrealba	Jose	172,281
Torres	Jorge Jr	51,873
Townsend	Leslie	61,176
Trach	Celestee	60,478
Tran	Mai	121,609
Traves	Jamie	68,674
Tremblay	Goldie	77,696
Trenchard	Ted	51,217
Trischuk	Heather	60,688
Turay	Tony	70,247
Turnbull	Marion	74,625
Turner	Lani	62,679
Turtle	Cathy	67,801
Twigg	Marianne	53,611
Twordik	Leah	52,589
Tysdal	Lindsey	58,739
Ugolini Hill	Cristina	72,345
Ukrainetz	Marcey	50,137
Unruh	Diane	61,262
Unser	Coralee	65,471
Urbanowski	Holly	57,590
Usher	Doug	62,791
Vachon	Claudia	76,719
Valentine	Karen	67,396
Vanden Berghe	Janette	107,231
Vanderlinde	Eric	56,525
Varga	Myrna	70,420
Venne	Sandra	63,834
Veregin	Jacki	60,010
Vogelsang	Luba	50,456
Vols	Sandra	82,514
Wagenhoffer	Sherri	53,400
Wagner	Valerie A	66,951
Waithman	Maureen	61,648
Waldenberger	Rae Lynn	54,224
Walker	Lindsay	52,996

Payee		Amount Paid ($)	Payee		Amount Paid($)
Walker Johnston	Jo Ann	63,961	Wall	Ruby	64,106
Wallace	Janice	63,388	Wallace	Maureen	60,682
Walter	Cherryl	73,930	Walton	Germaine	86,962
Walton	Victoria	72,851	Wandzura	Sharon	67,829
Wanner	Robin	63,074	Wapple	Jaqueline	55,525
Ward	Barry	83,666	Warnes	Jason	68,275
Warren	Heather	59,346	Warrian	Jeanette	51,526
Washington	Jo Ann	70,378	Wassermann	Cheryl	51,564
Wasylenko	Karen R	70,848	Wasylyshyn	Rosemary	60,203
Waterhouse	Karen	66,468	Watling	Mike	68,973
Watson	Shari	66,849	Watt	David	66,456
Watt	Pamela	65,793	Watt	Susan	65,011
Wawryk	Ami	57,202	Webb	Cristel	63,609
Webb	Jane	67,033	Webb Listwin	Dena	64,172
Weber	Dawn	58,426	Weber	Maureen	87,450
Weber	Shelagh	56,958	Weber	Trent	58,888
Webster	James	66,712	Webster	Vern	52,120
Weeks	Ila	60,887	Wehner	Laurie	72,442
Weibel	Caroline	63,729	Weiers	Nora	70,415
Weiland	Diane	62,953	Weiman	Ronald	61,580
Weinberger	Lilah	73,255	Weisbrod	Debra	67,698
Weisner	Victoria	64,081	Welford	Deanna	59,507
Weller	Randy	62,349	Wells	Sharon	80,684
Welter	Deborah	58,361	Wenaus	Cori	61,884
Wenc	Brian	87,880	Weninger	Michelle	56,073
Wenkoff	Jane	59,868	Wenkoff	Patricia	64,244
Wenzel	Douglas	72,014	Wenzel	Michelle	53,928
Werbeski	Shirley	60,488	Werle	Jill	90,004
Werner	Louise	60,567	West	Kyla	56,917
Westad	Owen	50,078	Westad	Trudy	74,489
Whitby	Paula	63,025	White	Ruth R	53,051
Whitford	Deanna	59,975	Whiting	Brenda	65,886
Whittard	Krista	61,499	Whitter	Beverly	74,768
Wiebe	Rita	61,151	Wiebe	Stan	81,056
Wiegers	Lois	64,495	Wieler	Shirley	58,613
Wiemken	Valerie	63,179	Wiens	Cara	56,854
Wiens	Erin	64,376	Wiens	Renee	50,103
Wignes	Marilyn	54,688	Wild	Meredith	79,449
Wildeman	Virginia	57,557	Wiley	Vicky	73,846
Will	Bev	60,242	Willard	Shannon	62,140
Willen	Leann	55,243	Willetts	Carrie	54,146
Williams	Darlene	59,398	Williams	Janice	62,642
Williams	Kerry	55,952	Williams	Mickie	57,390
Willison	Laura	51,493	Willms	Linda	53,330
Wills	Ulana	51,227	Wilson	Barbara	63,155
Wilson	Bette Ann	56,470	Wilson	Diana	55,236
Wilson	Dorothy	52,891	Wilson	Gail	52,756
Wilson	Jody	52,227	Wilson	Laurene	84,565
Wilson	Monique	67,145	Wilson	Ronald	65,907
Wilson	Terry	69,335	Winand	Kathy	53,575
Winchester	Tony	64,119	Wingerak	Dianne	56,713

Payee		Amount Paid ($)	Payee		Amount Paid($)
Wingrove Burke	Doreen	60,024	Winter	Audrey	53,955
Winton Grey	Kenneth	57,181	Winton Grey	Patricia	65,088
Wintonyk	Dawn	72,730	Wirchenko	Janet	87,430
Wirth	Patricia	62,192	Wirtz	Elaine I	64,557
Wisminity	Joann	83,305	Wisner	Owen	61,111
Wisser	Sally	64,433	Witt	Bryan	60,879
Witter	Tracy	64,874	Wiwchar	Laura	55,480
Woelk	Carol	62,973	Woelk	Lillian	65,139
Woidyla	Joel	53,747	Wojcichowsky	Darcy	55,135
Wolch	Heather	54,504	Woldehana	Awlachew	100,254
Wolfe	Betty	73,632	Wolffe	Geraldine	59,373
Wolfrom	Mardell	72,440	Wolitski	Wendy	74,044
Woloschuk	Debra	55,563	Wong	Adam	78,405
Wong	Ruth M	88,457	Wong	Siew May	65,005
Woo	Mayleen	67,442	Wood	Karen	52,973
Woodford	Karyn	61,990	Woodland	Jodi	50,241
Woodrow	Nicole	59,405	Woods	Bryan	84,562
Woods	Michael F	61,771	Woodsworth	Pamela	61,452
Wooff	Paula	56,680	Woolley	Nicola	60,799
Worms	Jessica	56,840	Worth	Leslie	72,819
Woychuk	Patricia	59,400	Woytko	Helen	65,965
Wozniak	Patricia	63,572	Wright	Barbara	52,652
Wright	Darlene	61,544	Wright	Judith	62,892
Wright	Linda	54,254	Wright	Michelle	59,216
Wright	Stephanie	56,324	Wudrick	Rosalie	71,449
Wunderlich	Kenton	68,187	Yan	Jie	58,554
Yanciw	David	60,834	Yankoski	Emily	60,908
Yano	Valerie	58,689	Yanoshewski	Wendy	65,951
Yarmovich	Trevor	52,825	Yaroshko	Della	72,128
Yatsura	Alarice	71,243	Yaychuk	Donna	75,220
Yeo	Theresa	65,033	Young	Beverly	67,213
Young	Glenda	55,390	Young	Linda	61,720
Yury	Calvin	72,456	Yuzdepski	Curtis	51,398
Yuzik	Susan	72,908	Zaba	Eileen	73,307
Zabolotney	Karis	57,813	Zacharias	Vivian	56,799
Zaharia	Marilee	76,314	Zamosny	Jacquelin	54,719
Zary	Andrea	61,739	Zarycki	Krista	64,053
Zdan	Virginia	50,819	Zeljeznak	Christina	74,599
Zelmer	Kathy	65,001	Zerr	Janelle	51,586
Zerr	Joanne	73,863	Zhu	Ying Hui	78,180
Ziebart	Linda	62,375	Zielke	Kimberly	68,646
Zimmer	Brian	70,024	Zimmer	Doreen	84,096
Zimmer	Lorraine	51,071	Zimmer	Maureen	56,778
Zinchuk	Melanie	70,202	Zinger	Lynn	50,105
Ziolkowski	Dale	70,381	Ziolkowski	Laurie	60,180
Zip	Patricia	51,370	Zoerb	Cheryl	64,667
Zwierzynski	Judith	61,929	Zwingli	Shantel	50,991

TRANSFERS PAYEE DISCLOSURE LIST

Payee	Amount Paid ($)	Payee	Amount Paid ($)
Bethany Pioneer Village Inc.	1,546,507	Canadian Mental Health Association	147,181
Central Haven Special Care Home Inc.	2,041,195	Circle Drive Special Care Home Inc.	2,272,087
Crocus Cooperative	163,669	Duck Lake And District Nursing Home Inc.	1,475,229
Elmwood Lodge	88,595	George Bailey Counselling Centre	174,949
Humboldt And District Ambulance Service	440,705	Jubilee Residences Inc. (Porteous Lodge)	3,511,984
Jubilee Residences, Inc. (Stensrud Lodge)	3,495,027	Lakeview Pioneer Lodge Inc.	1,932,654
Langham Seniors Citizens Home	551,260	Lanigan And District Ambulance Association	117,318
Luther Care Communities (Lutheran Sunset Home)	5,816,899	M.D. Ambulance Care Ltd.	3,079,755
Mennonite Nursing Home Inc.	3,041,056	Midway Ambulance Care Ltd.	349,074
Oliver Lodge	3,595,929	Preston Nursing Home, Saskatoon Of Extendicare (Canada) Inc.	3,144,057
Quill Plains Ambulance Care Ltd.	216,465	Rosthern And District Ambulance	279,015
Saskatoon Community Clinic	122,305	Saskatoon Convalescent Home	2,831,428
Saskatoon Crisis Intervention Services, Inc.	325,560	Saskatoon Housing Coalition, Inc.	643,521
Saskatoon Society For Autism Inc.	112,063	Senior Sisters Of Sion Residence	50,077
Shamrock Ambulance Care Inc.	244,289	Sherbrooke Community Society Inc.	12,641,971
Spruce Manor Special Care Home Inc.	1,359,293	St. Ann's Senior Citizens Village Corporation	3,263,522
St. Elizabeth's Hospital Of Humboldt	8,225,828	St. Joseph's Home For The Aged	2,611,826
Strasbourg Ambulance Service	244,390	Strasbourg And District Health Centre	192,955
Sunnyside Adventist Care Centre	3,442,086	University Of Saskatchewan Student Health Centre	96,550
Wakaw Ambulance Service	207,550	Warman Mennonite Special Care Home Inc.	1,082,841
Wynyard Community Clinic	190,750		

SUPPLIER PAYMENTS PAYEE DISCLOSURE LIST

Payee	Amount Paid ($)	Payee	Amount Paid ($)
Abbott Laboratories	2,480,674	Accredo Health Group	121,920
Acmi Canada Inc	267,986	Action Office Interiors	158,243
Adolph, Dr J	101,934	Alcon Canada Inc	2,010,976
Allan Construction Co Ltd	117,649	All-Brite Electric C0 Ltd	199,547
Ambulgekar, Dr Shiv	402,783	Amgen Canada Inc	74,075
Ams Canada Inc	147,233	Anaesthesia Services	113,548
Anixter Canada Inc	65,757	Applied Imaging Corp	93,867
Arjo Canada Inc	424,430	Armitage, Dr George	63,620
Arrow Medical Products Ltd	157,639	Assante Itf Joan Dietz	75,489
Associated Health Systems	124,990	Associated Radiologists	5,756,958
Auditorium Holdings	122,519	Automed Canada	59,061
Awan, Dr Saeed Ur-Rehman	50,000	B Braun Medical Inc	153,387
Baldwin, Dr Hal	132,954	Bard Canada Inc	510,181
Barrett, Dr Peter H	93,710	Bausch & Lomb	54,515
Baxter	2,918,803	Bayer Inc	89,180
Baylis Medical Company	165,526	Beckman Coulter Inc	1,527,369
Becton Dickinson & Co Ltd	147,488	Best, Dr J V	124,005
Biomed Recovery & Disposal	254,840	Biomerieux Canada Inc	205,924
Biomet Inc	215,615	Biorad Laboratories	196,862
Blom Construction	55,420	Bmo Nesbitt Burns	3,941,911
Bomimed Inc	172,566	Boston Scientific Ltd	2,437,721
Bracco Diagnostics Canada	151,255	Bristol - Myers Squibb Canada Inc	451,606
Brunswick Filing Systems Inc	106,933	Buckwold's Ltd	73,363
Buns Master Bakery	54,369	Bunzl Distribution	512,426
Business Furnishings	54,379	Calgary Health Region	664,810
Canada Endoscope Corp	54,617	Canada Microsurgical	61,376
Canadian Corps Of Commissionaires	258,764	Canadian Council On Health Services Accreditation	77,234
Canadian Hospital Specialties	89,691	Can-Med Healthcare	1,137,166
Capital Health	277,291	Cardinal Health	94,730
Carmont Construction	634,145	Carsen Group Inc	365,229
Catholic Health Assoc Of Sask	62,404	Cattell, Dr Vicki	359,643
Ccd Western Limited	66,870	Ceg Energy Options Inc	1,953,127
Centennial Foodservices Inc	129,605	Century Roofing & Sheet Metal	265,457
Cerner Canada	110,166	Chary, Dr Srini	93,278
Child Care Society	50,125	Children's Hospital	54,240
Christie Group Ltd	1,008,447	City Centre Family Physicians	60,000
City Of Humboldt	59,802	City Of Saskatoon	3,189,417
Clark Roofing (1964) Ltd	209,109	Clifford Rosen Medical Prof Corp	194,138
Coast Paper	85,531	Coherent- Amt	178,139
College Of Medicine	2,891,702	Colliers Mcclocklin	607,991
Community Health Services (Saskatoon) Assoc Ltd	645,649	Compass Group Canada	201,461
Compusmart Saskatoon	206,477	Computrition	161,685
Cook Canada Inc	1,219,029	Coverett, Dr Kelly	50,020
Cpdn/Rcdp	4,462,486	Crane Supply	72,221
Cronus Technologies	60,465	Csp Medical	94,169
Cudworth Medical Centre	229,769	Cypress Sales Partnership	89,734

Payee	Amount Paid ($)
Dako Canada Inc	65,652
Datex-Ohmeda (Canada) Inc	536,952
Deloitte & Touche Llp	54,644
Develus Systems Inc	76,042
Dewa, Dr Dalisizwe	74,635
Dj Ortho Canada Inc	54,372
Dr Angela M Baldelli Medical Prof Corp	81,253
Dr Brian Brownbridge Medical Prof Corp	81,051
Dr Fred H Oleniuk Medical Prof Corp	68,459
Dr J Froh Medical Prof Corp	309,565
Dr J S Baath Medical Prof Corp	259,475
Dr Joel Yelland Medical Prof Corp	132,845
Dr K Gowda Medical Prof Corp	144,264
Dr M R Conlon Medical Prof Corp	80,909
Dr Olatunbosun Medical Prof Corp	408,497
Dr Rashpal S Basran Medical Services	50,000
Dr Thomas A Johnson Medical Prof Corp	84,930
Durussell, Dr Michelle	58,299
Earl's Pharmacy Ltd	273,046
Eden Textile Ltd	252,154
Edwards Lifesciences	207,153
Esbe Scientific	104,630
Federal Express Canada	74,168
Ferring Inc	73,601
Fisher Scientific	582,348
Fresenius Medical Care	545,645
G B Dalshaug Surgical Prof Corp	55,447
Gamma - Dynacare Medical Laboratories	2,327,624
Ge Technology Leasing	1,351,162
Gems It Canada	401,696
Ghoorah, Dr S	142,100
Gosal, Dr Tirath	65,317
Great West Life	1,812,362
Guidant Canada Corporation	1,195,016
Hafezi, Dr Rodmehr	97,277
Hayton, Dr Susan	66,315
Healthmark Ltd	134,629
Hertz Northern Bus	63,708
Hill-Rom Canada	1,243,601
Honeywell	316,895
Hospira Healthcare Corporation	3,229,982
Hospitals In Common Lab Inc	111,956
Hsbc Bank Canada	3,000,000
Icd (Independents Choice Dist)	1,082,396
Inamed Aesthetics	301,791
Inter Medico	98,628
Interwest Mechanical	115,856
Ishaqzay, Dr Rahmat	197,911

Payee	Amount Paid ($)
Daniels Wingerak Engineering Ltd	57,288
Db Special Instruments Inc	97,256
Dept Of Pediatrics	154,289
Devilliers, Dr J S	70,000
Dictaphone Corporation	70,430
Dougan, Laurie	61,316
Dr Barry Bernacki Medical Prof Corp	103,875
Dr Colin Pearce Medical Prof Corp	50,529
Dr Gene Medical Prof Corp	276,526
Dr J Mckerrell Medical Prof Corp	60,074
Dr Jm Balaton Medical Prof Corp	70,648
Dr K D Kok Medical Prof Corp	303,300
Dr Kevin Colleaux Medical Prof Corp	51,625
Dr Norman Joanis Medical Prof Corp	270,390
Dr R Nrusimhadevara Medical Prof Corp	76,907
Dr Ronald Siemens Prof Corp Inc	230,050
Dr Ulmer Medical Prof Corp	51,667
Dynamex Canada Inc	469,430
Ebsco Canada Ltd	99,876
Edwards Edwards Mcewen Architects	143,298
Eecol Electric Ltd	203,181
Family Service Saskatoon	291,287
Felstrom, Dr Anna	95,866
Fibertech Canada E R Inc	59,937
Franko, Dr Evan P	231,436
Friggstad Downing Henry Architects	105,909
Gambro Canada Inc	706,666
Ge Medical Systems Canada	1,114,303
Geanel Restaurant Supplies Ltd	54,396
Genpharm Inc	109,680
Gn Resound Canada	92,440
Grand & Toy Ltd	1,394,133
Gryphon Communications Inc	50,978
Ha, Dr Hang	97,134
Hayes, Dr Paul	157,831
Health Sciences Assoc Of Sask	519,298
Healthmetrx Canada Inc	53,741
Hickson Holdings Ltd	105,171
Hollister Ltd	74,211
Horizon Computers Solutions	523,131
Hospitality Network	204,454
Howsam, Dr Judy	79,516
Ibm Canada Ltd	726,826
Imperial Parking Canada	76,295
Instrumentarium	86,054
Inter V-Medical Inc	108,382
Investors Group	88,890
Ivanans, Dr Nicholas	153,310

Payee	Amount Paid ($)
Iverson, Dr Lance	219,030
James, Dr Mark	128,817
Jb Medical (Bowers Medical)	102,709
Johnson Medical Care P C Ltd	78,015
Joint Solutions	64,051
Katherine Lowe And Jesse Vandale	63,098
Keegan, Dr David	72,480
Kelly, Dr Michael	132,096
Kim Constructors Ltd	554,156
Kone Inc	65,163
Kronos	167,911
Lackie, Nancy	64,769
Leipoldt, Dr Carl	127,614
Leo Pharma Inc	74,866
Linvatec Canada	496,167
Login Brothers Canada	51,640
London Life Ins Co	265,967
Loraas Disposal Services Ltd	153,928
Lyster, Dr Kish	188,982
Macpherson Leslie & Tyerman	58,083
Mamawetan Churchill River Health Region	82,256
Maquet- Dynamed Inc	70,807
Marshall's Pharmasave #429	88,671
Mbuyi, Dr Felicien	94,500
Mcgettigan, Dr Jim	70,948
Med 2020 Health Care Software	150,964
Medichair	74,568
Med-Ox Diagnostics	117,743
Mehtar, Dr Maryam	53,931
Microsulis Canada Inc	90,465
Minister Of Finance	2,634,802
Modern Janitorial Sales & Services	57,554
Molgat, Dr Carmen	57,695
Mytravel / Sinfonia	121,497
Nasirzadeh, Dr E	96,900
Nexinnovations	382,249
Novartis Ophthalmics	296,211
O'neill, Dr Ryan	247,522
Ortho Clinical Diagnostics	195,211
Otis Canada Inc	156,021
Peak Mechanical Ltd	75,009
Pepp (Public Employees Pension Plan)	301,389
Percy H Davis Ltd	95,810
Pharmasystems Inc	87,598
Philips Medical Systems Inc	5,464,522
Pilling Weck Canada L P	133,844
Pml Microbiologicals	81,052
Prairie Distributors Central Inc	202,263
Praxair	248,422
Pss Pension	84,269

Payee	Amount Paid ($)
Izzo Group Ltd	52,558
Janssen-Ortho Inc	1,055,015
Johnson & Johnson	2,852,078
Johnson, Dr Russell	366,302
Karl Storz Endoscopy	75,877
Kci Medical Canada Inc	227,590
Keir Surgical	164,490
Khayyam, Dr Naiyar	265,183
Kodak Canada Inc	192,268
Kpmg Management Consulting	117,625
Laborie Medical Technologies Inc	67,479
Laubscher, Dr Barry	400,699
Lenovo (Canada) Inc.	530,172
Lifescan Canada Ltd	251,982
Liquid Capital Exchange Corp	50,912
Logos Consulting Ltd	75,953
London Life Insurance Co Ltd	269,192
Lubiantoro Medical Prof Corp	248,216
M.D. Ambulance Care Ltd.	639,426
Macquarie Capital (Canada) Ltd	101,140
Manrex Ltd	94,807
Marius Steyn Medical Prof Corp	259,064
Matterhorn Computer Consulting Corp	111,812
Mccuaig, Dr Randall	111,264
Mckesson Canada	2,956,349
Medical Systems	113,404
Med-I-Pant Inc	247,538
Medtronic	2,077,619
Merck Frosst Canada Ltd	303,593
Mid-West Development	185,872
Mister Print	90,795
Mohr, Dr K	204,122
Musculoskeletal Transplant Foundation	55,784
Nalco Canada Co	80,484
National Utility Service Canada Inc	64,200
Northern Therapeutic Corporation	108,000
Novartis Pharmaceuticals Canada Inc	575,212
Oracle Corp Canada Inc	451,524
Oticon / Phonic Ear Ltd	426,346
Oxoid Inc	91,131
Pentax Precision Instruments	309,758
Pepsi-Cola Canada Beverages	243,239
Pfizer Canada Inc	99,992
Philips Electronics Ltd	415,560
Phonak Canada Ltd	250,966
Pinnacle Distribution Inc	51,021
Postage By Phone	496,422
Prairie Mobile Communications	124,836
Proforma Quality Solutions	313,180
Purolator Courier Ltd	112,378

Payee	Amount Paid ($)
Q Med Inc	52,805
Quest Medical	69,963
Radiometer Canada	191,753
Rajput, Dr Ali	82,863
Randox Laboratories Canada	65,509
Regina Qu'appelle Health Region	197,295
Resource Management International Inc	139,343
Rideau Inc	140,137
Rioux, Brent	51,120
Roche Diagnostics	129,945
Rpg - Resource Planning	220,231
S O Asher Consultants	62,113
Sandoz Canada Inc	143,562
Saputo Foods Limited	484,170
Saskatoon Credit Union	70,160
Saskatoon Ob Anaesthesia Group	1,823,713
Saskatoon Tribal Council	151,000
Saskenergy	923,642
Sasktel Cmr	2,834,766
Sch Emergency Physicians	169,015
Schering Canada Inc	197,993
Scotia Mcleod	4,013,709
Sharma, Dr Nawal K	157,027
Shepp	38,435,892
Siast Wascana Campus	50,896
Siemens Canada Limited	1,034,186
Smith & Nephew	877,184
Smithwick's Physiotherapy	500,000
Somagen Diagnostics	476,937
Sonosite	65,706
Source	3,005,766
Sph Emergency Physicians	358,762
Srna (Sask Registered Nurses Assoc)	1,022,643
Stakiw, Dr Ken	247,535
Starbucks Coffee Company	158,234
Stc Urban First Nation Services Inc	426,227
Steris Canada Inc	304,663
Stevenson Hood Thorton Beaubier Llp	217,527
Stryker Canada Inc	1,483,007
Sun	2,250,495
Synthes (Canada) Ltd	665,121
Takaya, Dr Sachiko	91,326
Tex-Pro Western Ltd	180,808
The Star Phoenix	52,009
Thyssenkrupp Elevator	123,323
Tr Johnson Medical Prof Corp	434,254
Trane Canada	77,737
Truchan, Dr Margaret	62,554
Tyco Healthcare Group	2,355,710

Payee	Amount Paid ($)
Quality Life Service	192,451
R S Basi Medical Doctor Prof Corp	102,756
Rahaman, Dr Omar	89,770
Ranco Manufacturing Inc	71,290
Receiver General For Canada	119,556,524
Reisner, Dr Debra	88,638
Revenue Canada	67,472
Rieder, Dr Barry	245,158
Robert Prosser & Associates Inc	113,154
Royal Bank	495,008
Russell Food Equipment Ltd	183,840
Saho	21,356,027
Sanofi Pasteur Limited	52,889
Sask Workers' Compensation Board	7,234,317
Saskatoon Daycare Director Assoc	51,997
Saskatoon Radio Cabs	67,207
Saskcon Repair Services	54,549
Saskpower	896,257
Sasktel Mobility Cellular	273,098
Schaan Healthcare Products	5,389,343
Schneider Canada Service Division	53,208
Seiu Local 333	2,113,676
Shaw Cable	51,319
Sheppard, Dr Shane	186,434
Siemens Building Technologies Ltd	117,848
Siemens Hearing Instruments	300,383
Smiths Medical Canada Ltd	212,175
Soft Computer Consultants	255,059
Sommerfeld Electric	67,455
Sorin Group Canada Inc	490,170
Sperling, Dr Bradley D	114,799
Sph Er Physicians	51,234
St Jude Medical Canada Inc	219,075
Staples	82,977
Starkey Labs - Canada	461,035
Stellate	139,450
Stevens Company	399,699
Strumpher, Dr Johann	83,022
Summit Technologies Inc	169,806
Surgipath Canada	60,963
Sysco Food Services	2,661,853
Taylor Properties	72,359
The Architects Collaborative	62,494
Theron, Dr Jan	328,118
Toshiba Of Canada Ltd	58,140
Trafco (Canada)	58,958
Tricific Enterprises	131,723
Trudell Medical	97,300
Ucyclyd Pharma Inc	241,484

Payee	Amount Paid ($)
Ultramed	64,887
United Cabs	73,356
Univ Of Sask	5,502,731
Univ Of Sask Physicians' Billing Office	5,920,084
Vcm Contractors & Engineers Ltd	786,470
Ventana Medical Systems Inc	167,940
Vital Aire Healthcare	377,158
Vwr International Ltd	357,347
W5 Properties Ltd	94,503
Weiler, Dr Rob	98,414
Werbicki, Dr J	68,600
Weston Bakeries Ltd	99,555
Wyeth	658,725
Yang, Dr Peter	107,915
Zlipko, Dr T	185,723

Payee	Amount Paid ($)
Unisource Canada Inc	170,413
Unitron Hearing	105,220
Univ Of Sask College Of Medicine	537,383
Varty Floors Ltd	146,943
Vemax Management Inc	218,493
Vitaid Ltd	118,153
Vogel, Dr Wendy	127,050
W L Gore And Associates	121,181
Wawryk Associates Ltd	99,965
Wells, Dr Calvin	50,000
Wesclean Equipment & Cleaning Supplies Ltd	61,698
Witt, Dr Jon	266,980
Xerox Canada Ltd	536,215
Zimmer Of Canada Limited	3,149,834

PERFORMANCE MANAGEMENT SUMMARY

This summary provides performance-related information as required by Saskatchewan Health and consistent with The Performance Management Accountability Indicators 2005-06 document provided by Saskatchewan Health to Saskatoon Health Region. A number of the results are reported and commented on earlier in the annual report.

<table>
<tr><th colspan="2">Indicator</th><th>RHA Value</th><th>Provincial Value</th><th>Range</th><th>Target</th></tr>
<tr><th colspan="6">Organizational Effectiveness Indicators</th></tr>
<tr><th colspan="6">Quality</th></tr>
<tr><td colspan="2">Date of last CCHSA accreditation or when accreditation is scheduled[1]
as of March 2006</td><td>Last completed Dec. 2004; scheduled Dec. 2007</td><td>not applicable</td><td>not applicable</td><td>to be determined</td></tr>
<tr><td colspan="2">Number of client contacts with the Regional Quality of Care Coordinator to raise a concern
2004/2005</td><td>2004/05 = 557
2003/04 = 532</td><td>not applicable</td><td>not applicable</td><td>to be determined</td></tr>
<tr><td colspan="2">Percentage of concerns raised with a Quality of Care Coordinator concluded within 30 days
2004/2005</td><td>2004/05 = 76%
2003/04 = 89%</td><td>83%
87%</td><td>58% – 96%
25% - 90%</td><td>to be determined</td></tr>
<tr><td colspan="2">Percentage of critical incidents meeting timeframe for notification (3 days)
2005/2006</td><td>2005/06 = 94.2%</td><td>96.9%</td><td>94.2% – 100.0%</td><td>100% compliance</td></tr>
<tr><td colspan="2">Percentage of critical incidents meeting submission timeframe for written report (60 days or 180 days)
2005/2006[2]</td><td>data currently not available</td><td>data currently not available</td><td>data currently not available</td><td>100% compliance</td></tr>
<tr><th colspan="6">Health Human Resources</th></tr>
<tr><td rowspan="5">Number of sick leave hours per full time equivalent (FTE) by affiliation
2005/2006</td><td>Provider Unions (CUPE, SEIU, SGEU)</td><td>2005/06 = 90.81
2004/05 = 100.86</td><td>90.60
95.26</td><td>79.59 – 116.42
74.09 – 107.86</td><td>——[5]</td></tr>
<tr><td>HSAS</td><td>2005/06 = 59.94
2004/05 = 59.35</td><td>64.00
63.34</td><td>45.01 – 123.48
52.54 – 120.03</td><td>——[5]</td></tr>
<tr><td>OOS/OTHER[3]</td><td>2005/06 = 52.88
2004/05 = 53.88</td><td>48.09
48.12</td><td>30.44 – 61.87
38.86 – 56.87</td><td>——[5]</td></tr>
<tr><td>SUN</td><td>2005/06 = 98.79
2004/05 = 96.72</td><td>91.94
93.07</td><td>53.66 – 98.79
70.00 – 98.43</td><td>——[5]</td></tr>
<tr><td>RWDSU[4]</td><td>not applicable</td><td>not applicable</td><td>not applicable</td><td>not applicable</td></tr>
</table>

Indicator		RHA Value	Provincial Value	Range	Target
	All Affiliations	2005/06 = 85.89 2004/05 = 91.43	85.18 88.57	69.24 – 103.96 76.32 – 102.09	——[5]
Number of wage-driven premium hours (overtime and other premiums) per full time equivalent (FTE) by affiliation *2005/2006*	Provider Unions (CUPE, SEIU, SGEU)	2005/06 = 30.16 2004/05 = 19.76	32.83 24.52	15.22 – 80.89 11.30 – 61.97	——[5]
	HSAS	2005/06 = 10.22 2004/05 = 6.86	24.75 20.88	0.35 – 88.09 2.89 – 48.65	——[5]
	OOS/OTHER[3]	2005/06 = 1.97 2004/05 = 2.16	3.17 2.43	0.00 – 10.15 0.00 – 6.45	——[5]
	SUN	2005/06 = 46.18 2004/05 = 38.26	72.44 63.99	24.61 – 426.41 19.92 – 314.54	——[5]
	RWDSU[4]	*not applicable*	*not applicable*	*not applicable*	*not applicable*
	All Affiliations	2005/06 = 29.16 2004/05 = 21.26	38.06 31.05	17.96 – 130.02 12.39 – 91.68	——[5]
Distribution of health system full time equivalents (FTEs) by affiliation *2005/2006*	Provider Unions (CUPE, SEIU, SGEU)	2005/06 = 4584.43 2004/05 = 4451.74	*not applicable*	*not applicable*	*not applicable*
	HSAS	2005/06 = 618.45 2004/05 = 576.40			
	OOS/OTHER[3]	2005/06 = 960.42 2004/05 = 890.31			
	SUN	2005/06 = 1953.17 2004/05 = 1881.39			
	RWDSU[4]	*not applicable*			
	All Affiliations	2005/06 = 8116.47 2004/05 = 7799.84			

Indicator		RHA Value	Provincial Value	Range	Target
Number of lost-time WCB claims per 100 full time equivalents (FTEs) *2005/2006*		2005/06 = 8.61 2004/05 = 9.88	8.07 8.94	4.48 – 10.57 4.65 – 11.38	____[5]
Number of lost-time WCB days per 100 full time equivalents (FTEs) *2005/2006*		2005/06 = 361.07 2004/05 = 381.89	447.10 419.10	190.64 – 618.66 199.58 – 541.51	____[5]
Percentage of employees self-identifying as Aboriginal *2003/2004*[6]		2003/04 = 2.7%	*not available*	*not applicable*	*to be determined*
Worked hours as a percentage of total hours by affiliation *2005/2006*	Provider Unions (CUPE, SEIU, SGEU)	2005/06 = 79.2% 2004/05 = 78.3%	79.3% 78.8%	73.7% – 80.2% 75.9% - 82.4%	____[5]
	HSAS	2005/06 = 83.4% 2004/05 = 81.9%	82.2% 81.2%	76.4% – 84.4% 78.5% - 82.4%	____[5]
	OOS/OTHER[3]	2005/06 = 84.2% 2004/05 = 83.1%	84.0% 82.7%	80.9% – 87.1% 79.2% - 83.6%	____[5]
	SUN	2005/06 = 77.1% 2004/05 = 76.5%	76.0% 75.4%	63.7% – 78.7% 68.5% - 77.4%	____[5]
	RWDSU[4]	*not applicable*	*not applicable*	*not applicable*	*not applicable*
	All Affiliations	2005/06 = 79.6% 2004/05 = 78.3%	79.2% 78.3%	73.2% – 80.4% 75.9% - 79.6%	____[5]
Financial					
Working capital ratio (current ratio) *2005/2006*		2005/06 = 0.77 2004/05 = 0.72	*not applicable*	0.36 – 2.02 0.45 – 1.69	*to be determined*
Number of days able to operate with working capital *2005/2006*		2005/06 = (14.69) 2004/05 = (16.69)	*not applicable*	(62.41) – 18.50 (68.06) – 28.83	*to be determined*
Surplus/deficit *2005/2006*		2005/06 = $5,002,000 2004/05 = $2,142,000	*not applicable*	($1,507,000) – $5,002,000 ($1,072,577) - $1,444,085	$0
Surplus/deficit as a percentage of actual operating expenditures *2005/2006*		2005/06 = 0.8% 2004/05 = 0.4%	*not applicable*	(1.2%) – 1.3% (1.5%) – 1.4%	0.0%

Indicator		RHA Value	Provincial Value	Range	Target
Communications and Issues Management					
Key activities undertaken by RHA to address public confidence reported *2005/2006 [yes/no indicator]*	Q1	2005/06 = Yes	*not applicable*	*not applicable*	significant activity is expected annually, but need not be reflected quarterly
	Q2	2005/06 = Yes			
	Q3	2005/06 = Yes			
	Q4	2005/06 = Yes			
Program-Specific Indicators					
Province-Wide Services					
Number of exams as a percentage of agreed on target for specialized medical imaging services: magnetic resonance imaging (MRI) scans[7] *2005/2006 ** target was increased in Q4 from 13,010 to 13,510*		2005/06 = 99% 2004/05 = 95%	*not applicable*	*not applicable*	100%
Number of exams as a percentage of agreed on target for specialized medical imaging services: computed tomography (CT) scans[8] *2005/2006*		2005/06 = 101% 2004/05 = 98%	*not applicable*	*not applicable*	100%
Average wait time for admission to Saskatchewan Hospital North Battleford (SHNB)[9] *2004/2005*		*not applicable*	*not applicable*	*not applicable*	*to be determined*
Alcohol and drug inpatient treatment completion rate per 100 admissions – Calder Centre[10] *2004/2005*	Child / Youth	2004/05 = 58.1% 2003/04 = 51.3%	*not applicable*	*not applicable*	*to be determined*
	Adult	2004/05 = 63.6% 2003/04 = 70.3%			
Length of stay efficiency of inpatient rehabilitation programs – Wascana Rehabilitation Centre and Saskatoon City Hospital[11,12] *2004/2005*	Stroke	2004/05 = 0.8 2003/04 = 0.7	*not applicable*	*not applicable*	*to be determined*
	Brain Dysfunction	2004/05 = 1.1 2003/04 = 0.8			
	Spinal Cord Dysfunction	2004/05 = 0.6 2003/04 = 0.6			
	Orthopaedic Conditions	2004/05 = 1.0 2003/04 = 0.9			
	Neurological Conditions	2004/05 = 0.4 2003/04 = 0.9			
	Amputation of Limb	2004/05 = 0.3 2003/04 = 0.5			
	Major Multiple Trauma	*not applicable*			
	Medically Complex	*not applicable*			
	Debility	*not applicable*			
	Cardiac	*not applicable*			
	Pulmonary	*not applicable*			

Indicator		RHA Value	Provincial Value	Range	Target
	Arthritis	*not applicable*			
	Pain Syndrome	*not applicable*			
	Other	2004/05 = 1.0 2003/04 = 0.5			
Acute Care Services					
Number of surgical cases[13] *2005/2006*		2005-06 = 33,356 2004-05 = 33,053	*not applicable*	*not applicable*	——[14]
Percentage of surgical cases performed as day surgery[13] *2005/2006*		2005-06 = 53.3% 2004/05 = 52.4%	54.4% 52.9%	39.0% – 66.6% 47.8% - 66.1%	*to be determined*
Percentage of Priority Level II, IV and VI surgical cases completed within Saskatchewan's Target Time Frames[13] *2005/2006*	Priority Level II within 3 weeks	2005-06 = 53.7%	56.3%	44.1% – 97.5%	95%
	Priority Level IV within 3 months	2005-06 = 57.3%	65.1%	46.4% – 100.0%	80%
	Priority Level VI within 12 months	2005-06 = 76.5%	84.2%	72.9% – 100.0%	80%
Institutional Supportive Care Services					
Average wait time between approval for placement and placement for institutional supportive care services *to be determined*		*data currently not available*	*data currently not available*	*data currently not available*	*to be determined*
Case mix index for institutional supportive care facilities[15] *as at the end of Q2 2005/2006*		Q2 2005/06 = 0.79	0.77	0.75 – 0.80	*to be determined*
Prevalence of pressure sores: percentage of institutional supportive care residents with pressure sores[15] *as at the end of Q2 2005/2006*		To Q2 2005/06 = 22.3% To Q2 2004/05 = 20.9%	22.2% 21.8%	15.2% – 29.8% 12.8% - 29.1%	*to be determined*

Home-Based Supportive Care Services					
Average wait time between assessment and commencement of supportive home care services *to be determined*		*data currently not available*	*data currently not available*	*data currently not available*	*to be determined*
Population Health Services					
Percentage of eligible population receiving recommended immunization at second birthday[16] *July 1, 2004 to June 30, 2005*[17]	Diphtheria	Jul 04/Jun 05 = 70.8% 2004 = 73.7%	72.9% 73.3%	50.0% – 86.5% 57.3% - 100.0%	*to be determined*
	Measles	Jul 04/Jun 05 = 69.6% 2004 = 72.7%	71.2% 71.7%	50.0% – 83.9% 57.3% - 100.0%	
Percentage of facilities in compliance with *The Tobacco Control Act* in the category that includes: billiard halls / bingo establishments / bowling centres / casinos / restaurants / taverns *2005/2006*[18]		*data currently not available*	*data currently not available*	*data currently not available*	90% compliance
Percentage of licensed or regulated facilities inspected each year (pursuant to *The Public Health Act*) *2004/2005*	FEE – Food Eating Establishment	2004/05 = 82.69%	*not applicable*	16.91% – 100.77%	80% – 100%
	FPL – Food Processing (Licensed)	2004/05 = 72.29%	*not applicable*	0.00% – 96.43%	
	LA – Licensed Accommodations	2004/05 = 48.23%	*not applicable*	28.66% – 100.00%	
	SWT – Swimming Pools / Water Themes	2004/05 = 72.47%	*not applicable*	12.00% – 100.00%	
	Public Water Supplies	2004/05 = 40.14%	*not applicable*	21.23% – 99.28%	
Percentage of population (age 12 years and over) who are current (daily or occasional) smokers[19] *2003*[20]	Males	2003 = 25.0% 2000/01 = 25.1%	24.6% 27.9%	20.8% – 40.7% 21.8% – 40.2%	*to be determined*
	Females	2003 = 11.6% 2000/01 = 28.1%	23.1% 27.3%	11.6% – 42.0% 21.1% - 42.4%	
Influenza immunization rate per 100 population (age 65 years and over) *2004/2005*		2004/05 = 68% 2003/04 = 66% 2002/03 = 63%	68% 66% 62%	57% – 75% 57% - 73% 53% - 71%	*to be determined*
Community Care Services					
Alcohol and drug outpatient treatment completion rate per 100 admissions *2004/2005*		2004/05 = 43.5% 2003/04 = 42.9%	54.5% 55.2%	35.7% – 80.9% 44.5% - 70.2%	*to be determined*

Primary Health Services					
Percentage of RHA population with geographic proximity to primary health care teams *March 2006*		2006 = 43.6% 2005 = 42.2%	26.6% 23.1%	0.00% – 100.00% 0.00% - 100.0%	25% of SK residents by 2006, 100% by 2011
Total number of new primary health care teams developed in the current year *2005/2006*		2005/06 = 1 2004/05 = 2	*not applicable*	*not applicable*	*not applicable*
Regional Operational / Budget Plan includes an updated Primary Health Care Plan that identifies the location of primary health care teams *March 2006 [yes/no indicator]*		2006 = Yes 2005 = Yes	*not applicable*	*not applicable*	Yes
Regional Operational / Budget Plan includes an updated Primary Health Care Plan that includes an updated Diabetes Plan *March 2006 [yes/no indicator]*		2006 = Yes 2005 = Yes (12/2004)	*not applicable*	*not applicable*	Yes
Regional Operational / Budget Plan includes an updated Primary Health Care Plan that outlines potential primary health care financial requirements *March 2006 [yes/no indicator]*		2006 = Yes 2005 = Yes	*not applicable*	*not applicable*	Yes
RHA participated in 5-year evaluations of demonstration sites, as required *March 2006 [yes/no indicator]*		2006 = Yes 2005 = Yes	*not applicable*	*not applicable*	Yes
Mental Health and Addiction Services					
Average length of stay of mental health inpatients compared to expected length of stay[21] *2004/2005*	Average Length of Stay	2004/05 = 15.0 2003/04 = 15.4	14.4 14.6	11.1 – 18.0 9.3 – 20.6	*to be determined*
	Average Expected Length of Stay	2004/05 = 15.0 2003/04 =14.8	12.4 12.8	9.0 – 15.0 9.2 – 14.8	
Mental health inpatient readmission rate per 100 mental health inpatients[21] *2004/2005*		2004/05 = 17.9% 2003/04 = 17.9%	21.6% 20.2%	17.9% – 30.3% 17.9% - 26.3%	*to be determined*
Alcohol and drug inpatient treatment completion rate per 100 admissions[22] *2004/2005*		2004/05 = 63.9% 2003/04 = 67.7% 2002/03 = 68.5%	64.3% 67.9% 66.7%	56.8% – 72.3% 64.1% - 74.6% 49.2% - 86.9%	*to be determined*
Average wait time for admission to alcohol and drug inpatient services *to be determined*		*data currently not available*	*data currently not available*	*data currently not available*	*to be determined*

Program Support Services					
Expenditures in program support funding pool as a percentage of total RHA operating expenditures *2005/2006*		2005/06 = 5.2% 2004/05 = 5.3%	*not applicable*	3.4% – 10.5% 3.6% - 11.5%	12% for Mamawetan Churchill River and Keewatin Yatthé; 5% for all other RHAs
Health Status and Outcome Indicators					
Infant mortality rate per 1,000 live births[23] *2002-2004*		2002/04 = 4.2 1999/01 = 6.4	5.9 6.2	4.0 – 10.5 0.0 – 15.2	*to be determined*
Low birth weight rate per 100 live births[23] *2002-2004*		2002/04 = 5.5 1999/01 = 5.5	5.4 5.2	3.7 – 6.0 3.6 – 5.9	*to be determined*
High birth weight rate per 100 live births[23] *2002-2004*		2002/04 = 14.0 1999/01 = 14.3	15.7 15.7	12.9 – 31.1 12.9 – 28.6	*to be determined*
Potential years of life lost per 100,000 population (age 0 to 74 years)[19] *2001*	Circulatory Diseases	2001 = 887.0	951.5	817.9 – 1,208.9	*to be determined*
	All Malignant Neoplasms	2001 = 1,339.4	1,483.1	1,126.0 – 1,706.8	
	All Respiratory Diseases	2001 = 183.1	222.9	63.5 – 376.5	
	Unintentional Injuries	2001 = 779.8	1,028.0	636.4 – 2,781.8	
	Suicide and Self-Inflicted Injuries	2001 = 340.5	412.1	315.1 – 628.5	
Disability-free life expectancy (at birth)[19] *1996*[24]	Males	1996 = 66.9	66.6	61.8 – 69.2	*to be determined*
	Females	1996 = 69.6	70.0	63.2 – 72.5	
Disability-free life expectancy (at age 65 years)[19] *1996*[24]	Males	1996 = 11.1	11.2	8.7 – 12.1	*to be determined*
	Females	1996 = 12.5	12.7	8.4 – 13.2	
Life expectancy (at birth)[19] *2001*[25]	Males	2001 = 76.7 1997 = 76.1	76.2 75.6	72.1 – 78.2 70.4 – 76.8	*to be determined*
	Females	2001 = 82.3 1997 = 82.1	81.8 81.4	76.1 – 82.8 75.6 – 83.2	
Life expectancy (at age 65 years)[19] *2001*[25]	Males	2001 = 16.9 1997 = 16.5	16.9 16.6	15.6 – 18.0 15.1 – 17.6	*to be determined*
	Females	2001 = 21.1 1997 = 20.7	20.9 20.7	17.2 – 21.8 17.3 – 21.5	
Self-rated health status: percentage of population (age 12 years and over) who report their health as very good or excellent[19] *2003*[20]		2003 = 62.3% 2000/01 = 58.8%	59.5% 56.8%	47.6% – 63.7% -----	*to be determined*

Percentage of population (age 18 to 64 years) who are overweight or obese[19] *2003*[20]	Overweight (BMI 25.0-29.0)	2003 = 32.9% 2000/01 = 34.1%	35.8% 34.0%	31.7% – 41.8% 30.2% - 40.6%	*to be determined*
	Obese (BMI 30.0+)	2003 = 19.1% 2000/01 = 18.3%	20.5% 19.7%	16.4% – 27.2% 17.9% - 26.5%	
Percentage of population (age 12 years and over) who report physical activity participation levels of active / moderately active or inactive[19] *2003*[20]	Active / moderately active	2003 = 50.5% 2000/01 = 46.5%	49.8% 44.1%	41.7% – 56.1% 35.1% - 57.4%	*to be determined*
	Inactive	2003 = 47.3% 2000/01 = 46.0%	47.8% 48.9%	41.0% – 56.4% 40.5% - 54.2%	
Number of visits to a physician for a mental health reason *2004/2005*	General Practitioners	2004/05 = 107,806	*not applicable*	*not applicable*	*not applicable*
	Psychiatrists	2004/05 = 43,889			
Age-adjusted diabetes prevalence rate per 1,000 population[26] *2003/2004*		2003/04 = 47.9 2002/03 = 45.6	*not applicable*	46.1 – 91.3 44.0 – 89.4	*to be determined*
Injury hospitalization rate per 1,000 population (age 0 to 19 years) *2003/2004*	Males	2003/04 = 8.4 2002/03 = 7.9	11.1 11.0	8.4 – 28.7 7.9 – 18.1	*to be determined*
	Females	2003/04 = 5.3 2002/03 = 5.5	7.1 6.8	5.3 – 15.5 5.5 – 13.4	
Hospitalization rate due to falls per 1,000 population (age 65 years and over) *2003/2004*	Males	2003/04 = 12.7 2002/03 = 11.6	14.9 14.0	10.2 – 23.0 3.3 – 21.5	*to be determined*
	Females	2003/04 = 18.9 2002/03 = 19.8	25.4 26.0	0.0 – 38.3 0.0 – 36.9	

Notes:

Please refer to the document "Performance Management Accountability Indicators" for detailed information about all of the indicators presented in this summary.

1. The content of this indicator changed from the 2004/2005 summary (the date of (last or scheduled) CCHSA accreditation, instead of the accreditation status).
2. Data on critical incident written report submission will always lag by up to 6 months because of the timeframe in which reports may be submitted. Data is currently not available for the complete 2005/2006 fiscal year.
3. The OOS/OTHER category includes all non-unionized employees on the SAHO Payroll system, not just management personnel.
4. The RWDSU category is applicable to Regina Qu'Appelle only.
5. Benchmark development is still in progress for the health human resources indicators. In the interim, it is suggested that the provincial value or that of the best performer be used as the target.
6. The most recent data for the "Percentage of employees self-identifying as Aboriginal" indicator is from 2003/2004, and is not available for Sun Country, Five Hills, Prairie North or the province as a whole. These values were also reported in Saskatchewan Health's "2005-2006 Provincial Budget Performance Plan" and "2006-2007 Provincial Budget Performance Plan".
7. MRI indicator is applicable to Regina Qu'Appelle and Saskatoon only.
8. CT indicator is applicable to Five Hills, Cypress, Regina Qu'Appelle, Sunrise, Saskatoon, Prince Albert Parkland, and Prairie North only.

9 SHNB indicator is applicable to Prairie North only.

10 "Alcohol and drug inpatient treatment completion rate – Calder Centre" is applicable to Saskatoon only.

11 "Length of stay efficiency of inpatient rehabilitation programs" indicator is applicable to Regina Qu'Appelle (Wascana Rehabilitation Centre) and Saskatoon (Saskatoon City Hospital) only.

12 Wascana Rehabilitation Centre and Saskatoon City Hospital are not peer facilities, in terms of their inpatient rehabilitation programs. Therefore, their results should not be compared to each other.

13 Surgical indicators are not applicable to Mamawetan Churchill River and Keewatin Yatthé.

14 The 2005/2006 target volume of surgeries to be performed by each RHA was negotiated between that RHA and Saskatchewan Health.

15 Due to the small number of institutional supportive care residents in Mamawetan Churchill River and Keewatin Yatthé, the case mix index and pressure sores indicators are not applicable to these regions.

16 The Saskatchewan Immunization Management System (SIMS) does not capture on-reserve immunizations.

17 The reporting period for "Percentage of eligible population receiving recommended immunization at second birthday" changed from what was used for the 2004/2005 summary (July 1 to June 30, instead of calendar year).

18 Data on *Tobacco Control Act* compliance is currently not available due to system implementation issues.

19 Mamawetan Churchill River, Keewatin Yatthé and Athabasca Health Authority were grouped together as "Northern Health Regions" for this indicator.

20 The Canadian Community Health Survey (CCHS) is updated bi-annually, so results will be the same as those reported for 2004/2005.

21 Mental health inpatient indicators are not applicable to Heartland, Kelsey Trail, Mamawetan Churchill River, and Keewatin Yatthé.

22 "Alcohol and drug inpatient treatment completion rate" is applicable to Regina Qu'Appelle, Saskatoon, Prairie North, Mamawetan Churchill River, and Keewatin Yatthé only.

23 The calculation methodology for the "Infant mortality rate", "Low birth weight rate" and "High birth weight rate" indicators changed from what was used for the 2004/2005 summary. The time period also changed (three consecutive years, instead of five).

24 Statistics Canada is no longer calculating this measure (they replaced it with a similar measure, "Health Adjusted Life Expectancy (HALE)", but it is not available at the regional level). Therefore, results will be the same as those reported for 2004/2005.

25 Statistics Canada calculates this measure every 5 years, based on the latest census (2001). Therefore, results will be the same as those reported for 2004/2005.

26 Diabetes cases are now determined using the prescription drug database along with the hospital separations and physician services databases. Caution should be exercised if comparing results to those that were presented in the 2004/2005 summary.